



**WIOA Annual Statewide Performance  
Report Narrative for  
Title I and Title III  
Program Year 2017**

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# ARIZONA@WORK

Arizona's workforce system, branded ARIZONA@WORK encompasses the Workforce Arizona Council (Council), the Arizona Office of Economic Opportunity (AOEO) that staffs the Council, and the core programs identified by the Workforce Innovation and Opportunity Act (WIOA). Specifically, ARIZONA@WORK identifies Title I led by Local Workforce Development Boards (LWDBs), Title II administered by the Arizona Department of Education (ADE), and Titles III and IV administered by the Arizona Department of Economic Security (DES). DES is the state workforce agency, fiscal agent and administrative entity for the following WIOA core programs: Title I-B Adult, Dislocated Worker, and Youth Programs, Title III Wagner Peyser, and Title IV-Vocational Rehabilitation. ADE funds and oversees Title II Adult Education Services.

Governor Doug Ducey's vision for Arizona is to build a pro-growth economy that provides opportunity for all and creates prosperous communities. The Council, seated in January 2016, provides statewide policy direction, builds partnerships, and supports DES and ADE, as the lead agencies, in promoting efficiency, accessibility, and continuous improvement.

Arizona, with leadership from the Governor and the Council, is motivated to build strong partnerships among the state's Local Workforce Development Boards (LWDBs), core ARIZONA@WORK partners, and other required partners. This involves creating meaningful linkages between the education and workforce systems, aligning data so that metrics can be better defined and more easily measured; and helping people of all backgrounds gain employment and prosper in a rapidly changing economy. United under a common identifier, the system players are engaging in strategic partnerships that strengthen the state's ability to encourage economic growth by leveraging its qualified workforce.

## ARIZONA ECONOMIC UPDATE

AOEO produces demographic, labor force, regulatory, workforce, and economic information for Arizona. AOEO submitted the following summary of economic highlights for Program Year (PY) 2017.

Arizona's economy consists of a wide range of industries offering opportunities for individuals seeking employment of all types. Since the end of the Great Recession in calendar year (CY) 2009, employment growth has rebounded in a majority of sectors, while CY 2017 personal income levels and state gross domestic product (GDP) have both increased over CY 2016 levels. Other indicators of economic importance also show

positive improvements for the Arizona economy:

- Population levels continue to increase across the state as individuals from other states seek increased economic opportunities in Arizona;
- Unemployment levels and labor force participation rates among Arizona residents have remained fairly level in PY 2017;
- State and local housing sectors continue to improve with gradually rising levels of building construction permits, construction starts, and housing prices;
- Total employment is projected to increase by 2.6 percent from PY 2017 through PY 2018; however these gains will not be shared equally among all industry supersectors;
- Arizona gained 69,000 nonfarm jobs in PY 2017;
- The State Coincident Index for Arizona, an indicator for measuring economic activity, has increased and exceeded its prior peak in July 2007; and
- Per capita personal income in Arizona continues to lag behind the national average, but it is growing.

This section summarizes labor market and workforce trends occurring within the Arizona economy to help address and manage future workforce challenges.

Population growth in Arizona is projected to increase 1.7 percent (120,241 individuals) in CY 2018 (refer to Figure 1 in Appendix I). Roughly one-third of this growth is attributed to natural change (more births than deaths), while two-thirds of this growth is attributed to net migration (more individuals moving into Arizona than leaving). Special population changes are related to the temporary residencies caused by university students

Arizona's population growth rate has increased every year since CY 2010 (refer to Figure 2 in Appendix I). CY 2009 and CY 2010 had particularly low population growth rates due to the impacts of the Great Recession. The employment levels in Arizona declined during these years; and as employment opportunity is a major driver of population increases, net migration declined as well. As the state recovered, net migration began to increase. This population growth can, in turn, fuel additional economic growth through the infusion of new consumers demanding goods and services.

Since the Great Recession, Arizona's unemployment rate and labor force participation rate have generally trended downward, but in PY 2017, both rates began to stabilize and remain fairly level. These trends mirror the national trends, as is illustrated in Figure 3 and 4 (refer to Figures 3 and 4 in Appendix I). The seasonally adjusted unemployment rate for Arizona began in PY 2017 at 4.8 percent and declined to 4.7 percent at the end of the year, as compared to the national adjusted employment rate which began the year at 4.3 percent and subsequently declined to 4.0 percent by the end of PY 2017.

The unemployment rate is only one factor to consider regarding labor underutilization. It is also important to understand the number of individuals participating or not participating in the labor force. If individuals are not participating, what are the potential reasons for this decision? Figure 5 compares monthly labor force participation rates between the U.S. and Arizona (refer to Figure 5 in the Appendix 1). The downward trend for the labor force participation rate in both the U.S. and Arizona began before the Great Recession, however, during PY 2017, the labor force participation rate in both Arizona and the U.S. remained fairly level.

Traditional measures of unemployment do not capture all idle segments of the population. Some job seekers leave the civilian labor force because they are discouraged. Others are working part-time and would like to be employed full-time. These individuals are not included in the traditional unemployment rate because they are either employed, though only part time, or are not in the labor force at all. The Alternative Measures of Labor Underutilization estimates, produced by the U.S. BLS, identify these workers as Discouraged, Marginally Attached, or Involuntary Part-Time. The most recent data published (annual average ending 2018 Quarter 2) show that discouraged and involuntary part-time worker levels have declined compared to one year ago (refer to Figure 6 in the Appendix). During this same period, marginally-attached worker levels have increased (refer to Figure 6 in the Appendix I).

Figure 7 shows nonfarm employment levels and the percentage change from prior Program Years (refer to Figure 7 in the Appendix). The increases in PY 2017 were roughly the same as PY 2016, but Construction and Manufacturing saw large percentage increases:

- The 2.5 percent total nonfarm employment level growth rate during PY 2017 was slightly less than the rate of 2.9 percent during PY 2016;
- Arizona's growth rate exceeded the growth rate of the U.S. (1.6 percent);
- Construction grew at a rate of 10.2 percent in PY 2017;
- Manufacturing grew at a rate of 5.3 percent;
- Education and Health Services grew by 3.4 percent (compared to 3.7 percent in PY 2016);
- Leisure and Hospitality grew by 2.7 percent (compared to 3.4 percent in PY 2016); and
- No supersector experienced negative growth in PY 2017.

During PY 2017, 69,000 jobs were added in Arizona. All supersectors gained jobs in PY 2017 such as: 15,000 jobs in Construction; 14,400 jobs in Education and Health Services; 10,400 jobs in Professional and Business Services; 8,700 jobs in Manufacturing; 8,600 jobs in Leisure and Hospitality; 5,200 jobs in Trade, Transportation, and Utilities; 4,300 jobs in Financial Activities; 1,000 jobs in Government; 700 jobs in Information; 600 jobs in Other Services; and 100 jobs in Natural Resources and Mining.

The distribution of job growth is predominantly concentrated in the Phoenix Metropolitan Statistical Area (MSA), but six out of seven MSAs showed positive growth in PY 2017. Phoenix and Lake Havasu City-Kingman showed job growth that exceeded the rate of Arizona. Four MSAs showed growth that exceeded the rate of the U.S.: Phoenix (3.4 percent), Flagstaff (2.4 percent), Prescott (2.2 percent), and Tucson (2.0 percent). The Yuma MSA showed 0.4 percent growth, and Sierra Vista-Douglas lost 1.2 percent of nonfarm jobs. (refer to figure 8 in Appendix I).

Figure 9 shows how the composition of Arizona's economy has changed in the past decade. Education and Health Services has increased its share by 3.2 percent since June of 2008 (refer to Figure 9 in the Appendix I). These increases mostly occurred at the expense of Government jobs and Construction jobs, which lost 2.0 percent and 1.6 percent of their shares, respectively. Next, Leisure and Hospitality increased its share by 1.3 percent at the expense of Trade, Transportation, and Utilities which lost 1.1 percent of its share. Finally, Financial Activities increased its share by 0.9% while Other Services lost 0.7 percent of its share. These trends show that over a decade, the Arizona economy has changed its employment composition.

Figure 10 shows the short-term employment projections for supersectors in Arizona. All

supersectors are projected to grow in Arizona from 2017-2019 (Refer to Figure 10 in the Appendix I). Eight of the 12 supersectors are projected to grow at a rate that exceeds projected population growth (3.4 percent). The three largest percentage increases are projected to occur in Construction (10.7 percent); Financial Activities (6.8 percent); and Education and Health Services (6.6 percent). The largest numeric growth is projected to occur in Education and Health Services (39,779); Professional and Business Services (22,391); and Leisure and Hospitality (19,547).

The Coincident Economic Activity Index is another economic indicator compiled by the Federal Reserve that tends to correlate with economic growth. Figure 11 shows the changes in the Coincident Economic Activity Index over time (Refer to Figure 11 in Appendix I). As the Coincident Index increases, economic growth tends to increase. This index combines four variables: total nonfarm employment, average hours worked in manufacturing, the unemployment rate, and wages. Arizona's Coincident Index peaked in October of 2007 at 100.91, and its lowest point after the recession was October of 2009 at 90.54. In June of 2018, Arizona's Coincident Index was 146.20, which is an increase over June of 2017's coincident index of 140.64.

The income of Arizona residents is also increasing. Arizona's per capita personal income in 2017 was \$41,633. This is an increase of 2.7 percent from 2016's per capita personal income of \$40,546 (refer figure 12 in Appendix I). Over the same period, per capita income in the U.S. grew by 2.4 percent to \$50,392 in 2017.

Arizona's economy received a disproportionate share of economic contraction during the Great Recession. It has slowly recovered, and now the Arizona economy is nearly as robust as the prior economy before the recession. Indicators like population growth, employment growth, GDP growth, and unemployment rates have shown broad positive trends. Additional indicators like the coincident index and industry projections all predict positive growth. Arizona is currently on a path of modest, broad growth among almost all segments of the economy.

## **STATE-LEVEL ACTIVITIES**

### **Workforce Innovation and Opportunity Act Implementation Activities**

DES initiated weekly huddles and monthly operations meetings with the 12 LWDA's and core programs to improve communication, review common performance measures, share best practices, and provide a forum to identify problems to resolve as a team. These activities provide a forum for the team to discuss statewide implementation issues,

streamline service delivery, reduce duplication of services and provide high-quality, customer-centered services.

DES sponsored three Seminars in Excellence sessions for the LWDA's. The seminars included technical assistance sessions on Case Management, Business Services, and Super Circular/Finance Management. Technical assistance included providing Memorandum of Understanding (MOU) templates and Infrastructure Funding Agreements (IFAs). DES provided technical assistance on Work Experience (WEX), Youth Program Elements, WIOA Title I-B Adult and DW Services, the Measurable Skill Gains performance indicator (one of the performance measures for WIOA), and the Statistical Model (used for performance negotiations between the DES and United States Department of Labor (USDOL) for WIOA programs).

Partners will continue to discuss implementation issues such as common performance measures, data sharing, and streamlining of service delivery to reduce duplication of services and provide high-quality, customer-centered services.

### **WIOA Title I and III Policies**

During PY 2017, the Council approved revision to the ARIZONA@WORK WIOA Statewide Monitoring, the ARIZONA@WORK Job-Center MOU and Infrastructure Costs, and the Certification of ARIZONA@WORK Job Centers policies.

DES updated the following WIOA Title I-B operations policies: Adult and DW Programs, Youth Program, Training Services, Equal Opportunity, Record Retention, and Rapid Response, and developed two new fiscal policies: WIOA Title I Transfer of Funds and Administrative Costs policies. DES issued policy broadcasts regarding Measurable Skill Gains, registered apprenticeship program application requirements for the Eligible Training Provider List (ETPL), exits excluded from performance accountability measures calculations, and supplemental wage information requirements. DES revised monitoring tools for the WIOA Title I-B Adult, DW, and Youth Programs, Training Providers, and training programs, as well as, developed two tools to assist LWDBs with program performance: the Training Program Credential Checklist, which assists to identify training programs resulting in a federally-recognized credential; and the Measurable Skills Gain Checklist which assists to identify types of measurable skill gains based on specific types of education or training programs. During PY 17, the WIOA Title III Employment Service Policy and Procedures Manual was updated, and Limited English Proficiency procedures were updated for WIOA Title I-B and Title III.

### **Eligible Training Provider List**

The Eligible Training Provider List (ETPL) is comprised of Eligible Training Providers (ETPs) and programs that are approved by the LWDA and the State in order to provide training services to eligible WIOA Title I-B program participants. The ETPL and the related eligibility procedures ensure the accountability, quality, and labor market relevance of all training programs approved for inclusion. These training programs prepare students for a wide range of related occupations allowing for maximized customer choice. The training programs must be relevant to in-demand occupations and aligned with sector strategies.

The Arizona ETPL is a module within the AJC system available online at [www.azjobconnection.gov](http://www.azjobconnection.gov). The description of each program on the ETPL includes a synopsis of the program, the length of the program, accreditation information, the total cost of the program, a breakdown of all costs associated with the program, and the credential attainment rate. Each program description on the ETPL identifies occupations for which a student will acquire job readiness skills upon completion of the training program. The minimum entry wage for each related occupation is listed allowing participants to make an informed choice about their training options.

At the end of PY 2017, the ETPL contained 237 approved training providers and over 1,200 approved training programs which included programs in both rural and metropolitan areas of Arizona, as well as, online training programs. There was a slight decrease both in number of providers and the number of programs when compared to PY 2016 due to various reasons which include: non-use of the program in over two years, failure to meet WIOA requirements, or from direct requests from the training provider.

### **Arizona Apprenticeship Office**

The Arizona Apprenticeship Office (AAO) within DES has been working closely with LWDB members, and LWDA Operations staff to identify apprenticeship representation on LWDBs and develop strategies for engaging the business community and increasing the visibility of the Apprenticeship Program. DES is the State Registration Agency providing all apprenticeship services to Arizona. In order to comply with the Arizona Governor's Executive Order 2015-10, the Council maintains a subsidiary committee known as the Arizona Apprenticeship Advisory Committee (AAAC). The AAAC assists and advises AAO staff of any apprenticeship issues that may arise. The AAAC meets quarterly and the chair of the AAAC, who is also a member of the Council, provides a quarterly report to the Council regarding apprenticeship activities in Arizona.

The AAO is creating and developing apprenticeship opportunities for occupations that would be categorized non-traditional, such as Water and Waste-Water Treatment, Hotel and Lodging Industry, National Restaurant Industry, Pharmacy Technician with a national pharmaceutical chain and Barbering and Insurance Sales. The apprenticeship team

maintains active contact with the Business Service Team and presents apprenticeship opportunities to statewide stakeholders including: employers; industry groups; chambers of commerce; veterans groups; RSA; community colleges; as well as the ADE, including the Career Technical Education Districts (CTEDs) in all areas of Arizona.

The AAO developed a strategic plan in consultation with the DES, Employer Engagement Administration and the Arizona Commerce Authority in order to align goals and activities with the sector strategies and initiatives identified by LWDA in their local plans. The AAO staff conducted site visits to the LWDA to engage with the LWDA Business Service Teams and ES staff regarding the benefits of partnering with registered apprenticeship programs and providing more opportunities for their customers to enter into a career, not just a job through registered apprenticeship. The Arizona Apprenticeship Program has assisted all the LWDA, including the Nineteen Tribal Nations (NTN), with outreach efforts and technical assistance to increase their registered programs and to help expand the programs by adding new occupations. (Refer to Figure 13 in Appendix I for the total apprentices and programs served through the AAO.)

### **Rapid Response**

The DES State Rapid Response Coordinator is responsible for the entry of all Worker Adjustment and Retraining Notifications Act (WARN) notifications into the AJC system. The State Rapid Response Coordinator sends out all WARN notifications to the LWDA Rapid Response Coordinators that are responsible as first responders to employers that are closing a business or experiencing a mass layoff. Upon receipt of the WARN notification, the Coordinators meet with the employer to discuss the coordination of ARIZONA@WORK services to support the individuals being laid off and the employer. The rapid response can also include layoff aversion activities when applicable. When layoffs occur that do not meet the WARN notice requirements (based on the number of individuals affected by the layoff), the LWDA Rapid Response Coordinators also provide rapid response services and determine enrollment in the DW program for individuals affected by the layoff and assist them with their path to reemployment. In October 2017, the State Rapid Response Coordinator conducted a Rapid Response Roundtable to discuss the WIOA regulations, State Rapid Response policies, and other Rapid Response guidance. The discussion included the completed Rapid Response Self-Assessment Tool for the Metro and Rural areas of the state along with the strategies to improve the State's Rapid Response system (Refer to Figure 14 in Appendix I).

### **Reentry Program**

In an effort to create safer communities by reducing recidivism, the DES and the Arizona Department of Corrections (ADC) opened the State's first three Second Chance Centers (SCC) targeted at serving inmates who were deemed most likely to recidivate. DERS and

ADC staff work together to remove barriers for SCC participants by offering employment readiness services including vocational and soft skills training, résumé assistance, interview techniques, basic computer training, and nutritional and medical services to prepare them for the workforce upon release. Since its inception in 2017, more than 1,000 individuals have successfully completed the reentry program with approximately 50 percent achieving placement in gainful employment. Results demonstrate that a steady income and fulfilling employment reduces recidivism, so the agencies have expanded services to include the expansion of two SCCs, Lewis and Perryville (Lewis increased from serving 100 inmates to 265 and Perryville increased from serving 40 to 63 inmates at a time), reentry services in Whetstone Veteran’s Unit in Tucson prison, two Parole Offices (Phoenix and Mesa), two Reentry Centers (Pima and Maricopa), and onsite services in a NATIVE HEALTH center.

## **WIOA WAIVERS**

Arizona currently does not have any waivers.

## **EFFECTIVENESS IN SERVING EMPLOYERS**

In its modification of the State plan in April 2018, Arizona identified the following two indicators to measure the Effectiveness in Serving Employers:

1. Retention Rate: Percentage of participants who exit and are employed with the same employer/ business in the 2<sup>nd</sup> and 4<sup>th</sup> quarters after exit.
2. Employer Penetration Rate: Percentage of businesses/employers using services out of all employers in the state.

For PY 2017, the Repeat Business Customers Rate, the Employer Penetration Rate, and Retention in the 2<sup>nd</sup> and 4<sup>th</sup> After Exit Rate were reported to USDOL. [Refer to Wagner-Peyser State Performance Report] Moving forward, only the Retention Rate and Employer Penetration Rate will be included in reports.

Arizona is piloting the following state-established indicators to measure Effectiveness in Serving Employers:

1. Average number of days to fill job openings using ARIZONA@WORK staff assistance (measured from the employer’s first contact requesting staff assistance

filling a currently available job opening to the job seeker's start date, fulfilling the employer's job opening).

2. Percentage of employers who contacted an ARIZONA@WORK Job Center who confirm ARIZONA@WORK services assisted in identifying qualified job applications (percentage will be derived from those employers providing a response).
3. Number of businesses whose worksites have been visited by an ARIZONA@WORK Business Services Representative.

## **STATE EVALUATION AND RESEARCH ACTIVITIES**

To implement the vision of Governor Doug Ducey, the Council has endorsed and Arizona is deploying a professional, results-driven management system, the Arizona Management System (AMS), to transform the way government thinks and does business. AMS is built on lean principles, with elements dating back to the early 1900s when Henry Ford introduced flow into his manufacturing production line. In the 1930s, Kichiro Toyoda, Taiichi Ohno, and others at Toyota in Japan expanded on the work of Ford, making improvements through the entire production line, increasing the quality, while decreasing the time and cost of production. James Womack and a research team introduced "lean" thinking in the 1980s with their work at Toyota, and beginning around the late 1990s, lean thinking and principles were introduced into the service industry and later in government.

AMS focuses on people through transformation processes, striving to improve the outcomes for customers. Staff are empowered to make data-driven decisions, to use a common problem-solving process, and to track progress through visual controls. This affords staff greater creativity and control while expanding their capacity to do more good for customers.

In November 2017, the Workforce Arizona Council endorsed AMS for ARIZONA@WORK to improve the outcomes for employers and job seekers. ARIZONA@WORK is in the beginning of its journey with deployment of AMS to three LWDAs: Pinal County, City of Phoenix, and Maricopa County. Deployment included the DES Office of Continuous Improvement training all staff/partners located in the ARIZONA@WORK Job Centers, assisting to stand up visual controls, and coaching leaders. In addition, Pinal County conducted value stream mapping and Kaizen events to bring teams together to solve problems and implement continuous improvement ideas.

ARIZONA@WORK Pinal County was deployed first in 2017 and has improved its daily placements from 2.53 in CY 2017 to 4.01 in CY 2018. [Refer to Appendix II ARIZONA@WORK Local Workforce Development Area Reports: Pinal County] The ARIZONA@WORK City of Phoenix and ARIZONA@WORK Maricopa County are in the early stages of deployment, aligning metrics throughout all partners, coordinating huddles at the various leadership tiers, and beginning problem-solving sessions. Metrics for all local areas are being identified and assembled into a local dashboard, which will provide quarterly information on progress and areas for improvement. Discussions have occurred with the OEO to coordinate a website for this data, along with the current federal performance measure data for LWDAs.

The evaluation of improvements is continuous throughout the ecosystem, with the goal of staff at all tiers to regularly reflect on how they are doing, identify the waste, and determine how they can improve. Teams solve problems based on their role, improving processes using standard problem-solving techniques while measuring progress to make those processes easier, better, faster, and more cost efficient (Shingeo Shingo). Cross-functional teams assess how they are doing regularly around a huddle board, tracking measures, including people, quality, and timeliness metrics. Through the identification of problems and continuous improvement ideas, teams will hold problem solving sessions to seek to do more good.

To evaluate the deployment of AMS, ARIZONA@WORK leaders, in coordination with DES' Office of Continuous Improvement, conduct health reviews to measure the maturity of the new ecosystem. These reviews include focus groups, conversations, and observations with frontline staff and leaders in and outside of the office. An Action Plan is then created to identify gaps and continue the improvement. Health reviews are conducted on a regular cadence, with coaching provided to leaders to build their capacity.

## **CUSTOMER SATISFACTION**

DES gathers customer satisfaction information from the employer and exiter communities via telephone and Survey Monkey. The surveys used contain three specific questions on a "1 to 10" scale with one being the lowest and ten being the highest. The questions cover three areas: (1) overall satisfaction with services; (2) whether services met expectations; and (3) how services compare to the person's ideal set of services.

The employer populations surveyed are employers who registered or received some type of service within a specific timeframe prior to the survey and within PY 2017. The exiter populations are those clients who have exited from a WIOA Title I-B Program and are no longer receiving services but are still in a follow-up status.

Customer Satisfaction outcomes, scores and comments are reported at the State level. Comments on specific issues that warrant follow-up are reviewed on a case-by-case basis and communicated to local areas as appropriate. During PY 2017, 77 percent of employers and 83 percent of exiters reported satisfaction with services, with an 88.4 percent and 83.1 percent response rate, respectively. [Refer to Figure 16: Customer Satisfaction Surveys]

## **WIOA TITLE I-B and TITLE III HIGHLIGHTS**

The Workforce Innovation and Opportunity Act (WIOA), implemented in Arizona as a coordinated workforce system branded ARIZONA@WORK, spans 12 Local Workforce Development Areas (LWDAs), with Local Workforce Development Boards (LWDBs) providing strategic leadership and coordination of workforce stakeholders to implement the workforce system. These areas include state, local, and tribal staff; and providers with the Arizona Department of Education (ADE) who work together to strengthen and improve Arizona's public workforce system. In PY 2017, the ARIZONA@WORK system served: Title I: 10,250 adults, 955 dislocated workers (DWs) and 4,204 youth aged 14 to 24 years of age; Title II: 13,939 participants; Title III: 58,718 job seekers, including Veterans; and Title IV: 14,323 individuals with disabilities. With the statewide unemployment rate dipping to 4.7 percent in PY 2017, LWDAs increased efforts to improve the employability of individuals with barriers to employment (such as low income, persons with disabilities, and ex-offenders) working with all partners in the one stop delivery system to maximize resources. Refer to Appendices for WIOA Title I-B Highlights for each LWDA.

## **SERVICE TO VETERANS**

### **Overview of Services to Veterans**

ARIZONA@WORK Title I and III partners implement strategies to ensure that veterans receive Priority of Services.

Once identified, the WIOA Title I and Title III provide priority of services to veterans and eligible spouses for all basic career, individualized career and training services. WIOA Title I Program staff are required to determine the eligibility of such individuals applying priority of service in the order below:

- First, to veterans and eligible spouses who also are included in the groups given statutory priority for WIOA adult formula funds. This means that veterans and eligible spouses who also are recipients of public assistance, other low-income

individuals, or individuals who are basic skills deficient would receive first priority for services provided with WIOA adult formula funds.

- Second, to non-covered persons (individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Title I-B Adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA Title I-B Adult Program priority groups.
- Fourth, to any other populations identified by the Governor or LWDB for priority.
- Last, to non-covered persons outside the groups given priority under WIOA.

### **Local Veteran Employment Representative and Disabled Veteran Outreach Program Representative**

DES , WIOA Title I-B, and USDOL Veterans Employment Training Services (VETS) provide “Priority of Services” to veterans and eligible spouses in all ARIZONA@WORK Job Centers, under the provisions of U.S. Code, Title 38, Chapter 41, and the VOW to Hire Heroes Act of 2011 (Public Law 12-56 Section 211).

Through the 100 percent federally-funded grant of \$3,960,838 from USDOL/VETS, the Jobs for Veterans Service Grant administered through DES employs 36 Disabled Veteran Outreach Program (DVOP) representatives and 16 Local Veteran Employment Representatives (LVERs) statewide. The DVOP staff facilitate Individualized Career Services to veterans with significant barriers to employment. In PY 17, Arizona served 3,105 veterans under the Job State Veterans Grant (JSVG), with an employment rate in the second quarter after exit of 60.5 percent and an employment rate of 52.2 percent in the fourth quarter after exit. Refer to JSVG PY 17 State Performance Report. DVOP staff may include any combination of the following services:

- Conduct an assessment;
- Develop a plan of action which is documented;
- Provide career guidance;
- Coordinate support services;
- Make job development contacts;
- Provide referrals for training;
- Make referrals to job openings;
- Conduct follow-up at 30, 90, and 180 days after employment placement to assist in retention; and

- Case Management.

DVOP staff target services to special disabled veterans, disabled veterans, economically or educationally disadvantaged veterans, and veterans with other barriers to employment, especially homeless veterans. LVER staff focus their efforts on developing relationships and promoting the benefits of hiring veterans to employers in the community. LVERs advocate for employment opportunities for all veterans served in WIOA. LVERs also advocate for employment of veterans with federal contractors.

## REPORTING

### Fiscal Reporting

Arizona ensures that all required elements are reported uniformly so that a state-by-state comparison can be made. The only acceptable form to report all program related expenditures is the “Contractor Accrued Expenditure and Cash Draw Reimbursement Report” and the fiscal agent of the LWDBs use the accrual method of reporting. It is also understood that all program expenditures comply with Office of Management and 2 CFR 200, Subpart E for governmental entities, Public Law; 113-128 of the 113<sup>th</sup> Congress, referred to as the WIOA of 2014.

### Five Percent Discretionary Funds

For PY 2017 the portion of the formula grant funds that the Governor was permitted to reserve for statewide activities was maintained at 15 percent. As a result, states were authorized to reserve for state administration no more than five percent of the total allotment for WIOA Title I-B Youth, Adult and DW Programs. These funds were used for administrative and oversight functions of the grant in addition to supporting required statewide activities which included:

- **Disseminate the ETPL and maintain the website:** A portion of the funds was used to maintain and continuously update the ETPL website with the most current information on training programs and providers in order to give individuals a variety of training programs and occupational choices customized to their needs.
- **Provide technical assistance to LWDA that fail to meet performance measures:** Technical assistance and capacity building funds were provided to assist LWDA that have failed to meet or may fail to meet performance levels in any of their program initiatives. DES also provided technical assistance to LWDA by evaluating their data to enable them to improve performance levels.

- **Evaluate WIOA Title I-B activities for Youth/Adult/Dislocated Worker and promote methods for achieving high-level performance:** Technical assistance was provided through sessions with workshops conducted by DES and federal speakers. WIOA Title I-B staff from LWDAAs exchanged information and best practices about effective and innovative methods used to provide services to WIOA Title I-B participants and achieve high levels of performance.
- **Operate a fiscal and management accountability system:** Internal database systems were updated and maintained for management information systems (MIS), evaluating performance measures, and tracking expenditures.
- **Submit required state and federal reports:** Existing database systems were updated to meet the state and federal reporting requirements.
- **Support Rapid Response activities:** A state-level Rapid Response point-of-contact was established to monitor statewide Rapid Response activities which are carried out by LWDA coordinators. Funding was provided for maintaining an automated system for accessing Rapid Response activities information.

Optional activities funded by administrative and Governor’s Reserve funds included:

- America’s Job Link Alliance (AJLA) hosting the AJC system;
- Arizona Apprenticeship Program activities;
- Program branding; and
- Governor’s initiative for the Reentry program.

## COST EFFECTIVENESS

Arizona expended WIOA Title I-B funds in the amount of \$36,302,235 and Title III funds in the amount of \$13,886,535 to provide services and activities through the ARIZONA@WORK system for PY 2017. A total of 15,410 WIOA Title I-B participants were served through formula funding provided to the 12 LWDBs. The LWDBs oversee the provision of services to Arizona’s business communities and affected workers through Rapid Response-funded activities by aiding with layoffs and closures.

## **PROGRAM REPORTING**

Arizona uses the AZ Job Connection (AJC) case management system. AJC is hosted by AJLA which was founded in 2001. AJLA supports a consortia of state workforce agencies dedicated to providing powerful, affordable workforce development systems.

As an AJLA member, Arizona is involved in the design, testing, and ongoing development of AJLA products. Arizona currently has staff that attends the AJLA Steering Committee meetings three times a year and provides a nominating representative who, along with 15 other states, approves requests for system enhancements. Arizona has an AJC workgroup consisting of State administrators and LWDA staff that review enhancement requests from AJC users prior to submitting to AJLA.

AJLA Technical Support creates a Participant Individual Record Layout (PIRL) file used for the Quarterly (ETA-9173) and Annual (ETA-9169) Reports. The file is compiled and reported through the Workforce Integrated Performance System (WIPS) to the USDOL ETA. Using the WIPS ensures both the accuracy and uniformity of the reported data in compliance with USDOL/ETA reporting requirements.

To ensure data completeness and integrity, the DES Workforce IT Section/Workforce Development Unit continues to work with the LWDA's to correct data that was missing or causing an error when the WIPS process identified data errors during the submission of the PIRL file (Refer to attached Statewide Annual Performance Reports).

## **STATE PROGRAMMATIC MONITORING ACTIVITIES**

DES continues to utilize standardized evaluation processes and dedicated resources to monitor programmatic compliance with the WIOA Title I-B. The monitoring process is comprised of a desk review and when appropriate, an on-site review. The desk review primarily focuses on the program operations and alignment with the local plan. Correspondingly, the on-site review focuses on specific programmatic functions and may include the following components: case file reviews, review of policies, processes and procedures and implementation of the State administrative policies. During PY 2017, all LWDA's were evaluated. These annual audit activities are undertaken to ensure compliance with 20 CFR 683.410 and 2 CFR part 200.

In addition, to ensure the fulfillment of the requirements of WIOA 121 (d) and (g), TEGL 15-16, DES conducted reviews of ARIZONA@WORK Job Center locations, in place of

the LWDBs, where the LWDB was acting as the One-Stop Operator. During PY 2017, there were 18 comprehensive ARIZONA@WORK Job Centers assessed with an overall compliance score of 96.19 percent. In addition, 38 ARIZONA@WORK Job Center affiliate sites were assessed with a 92.96 percent compliance score. There were 12 LWDBAs assessed with an overall score of 71 percent.

## **PERFORMANCE DATA**

In accordance with Training and Employment Guidance Letter (TEGL) No. 26-15, “Negotiating Performance Goals for the WIOA Title I Programs and Wagner-Peyser Employment Service as amended by Title III, for PY 2016 and PY 2017”, Arizona negotiated levels of Performance with USDOL for Titles I and III in June 2018 and, completed negotiations for Title I with representatives for the LWDBs and the Chief Elected Officials for PY 2018 and PY 2019.

DES uses wages from UI, the Wage Record Interchange System (WRIS), and the Federal Employment Data Exchange System (FEDES) to calculate the employment-based performance measures for the WIOA Quarterly (ETA-9173) and Annual (ETA-9169) reports. These wages are also applied to the other partner programs tracked in AJC that include Wagner-Peyser and Trade Adjustment Assistance (TAA).

## **COMMON EXIT**

Clients have a common exit, which means a client is not exited until he or she is no longer receiving services from any of the partner programs that use AJC. Clients who have not received a service by the WIOA Title I Adult, Dislocated Worker, and Youth Program or a partner program in 90 consecutive calendar days and who are not scheduled for future services are considered to have exited the program.

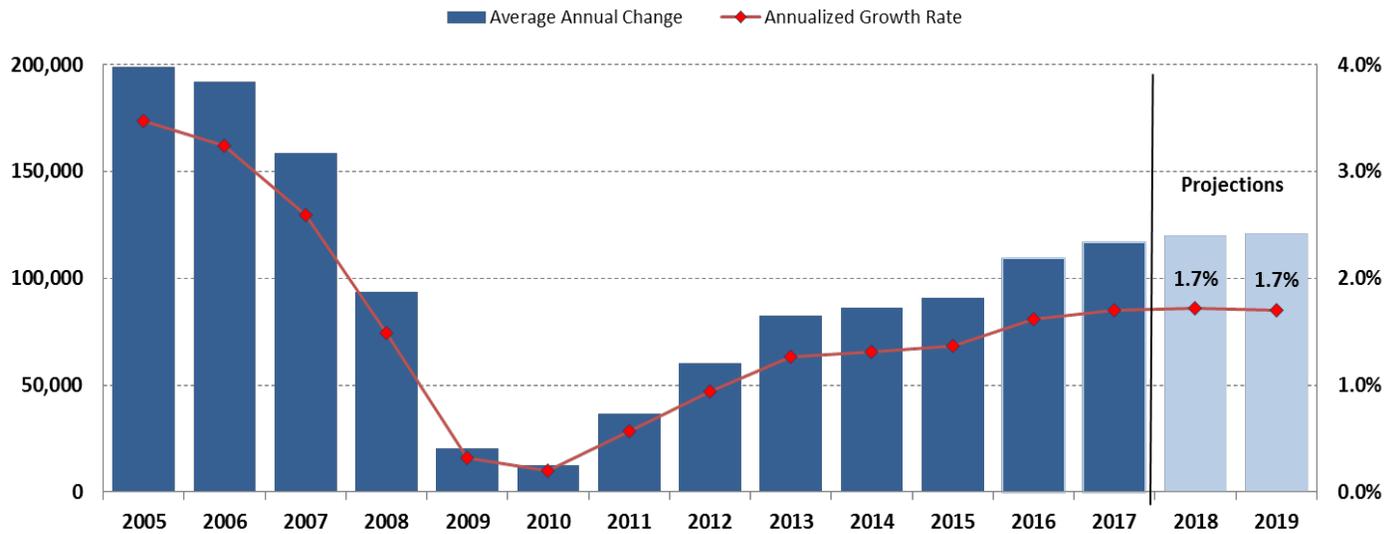
|                |  |
|----------------|--|
| Appendix I:    | Figures 1-16   |
| Appendix II:   | ARIZONA@WORK Local Area Reports  |
| Appendix III:  | PY17 WIOA Title I-B Adult Statewide Performance Report Title I             |
| Appendix IV:   | PY17 WIOA Title I-B Dislocated Worker Statewide Performance Report Title I |
| Appendix V:    | PY17 WIOA Title I-B Youth Statewide Performance Report Title I             |
| Appendix VI:   | PY17 WIOA Title I-B Adult Measurable Skill Gains Report                    |
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## Appendix I – Figures 1-16

| <b>Figure 1: Arizona Population Projections – 2015 Medium Series</b> |            |                   |                     |                                |  |                           |
|--|------------|-------------------|---------------------|--------------------------------|--|---------------------------|
| Year   | Population | Population Change | Population % Change | Natural Change (Births-Deaths) | Total Net Migration (Inflows-Outflows) | Special Population Change |
| 2017   | 6,984,412  | 116,771           | 1.7%                | 36,153                         | 79,599                                 | 1,020                     |
| 2018   | 7,104,653  | 120,241           | 1.7%                | 36,240                         | 82,945                                 | 1,057                     |
| 2019   | 7,225,912  | 121,260           | 1.7%                | 36,369                         | 83,797                                 | 1,095                     |

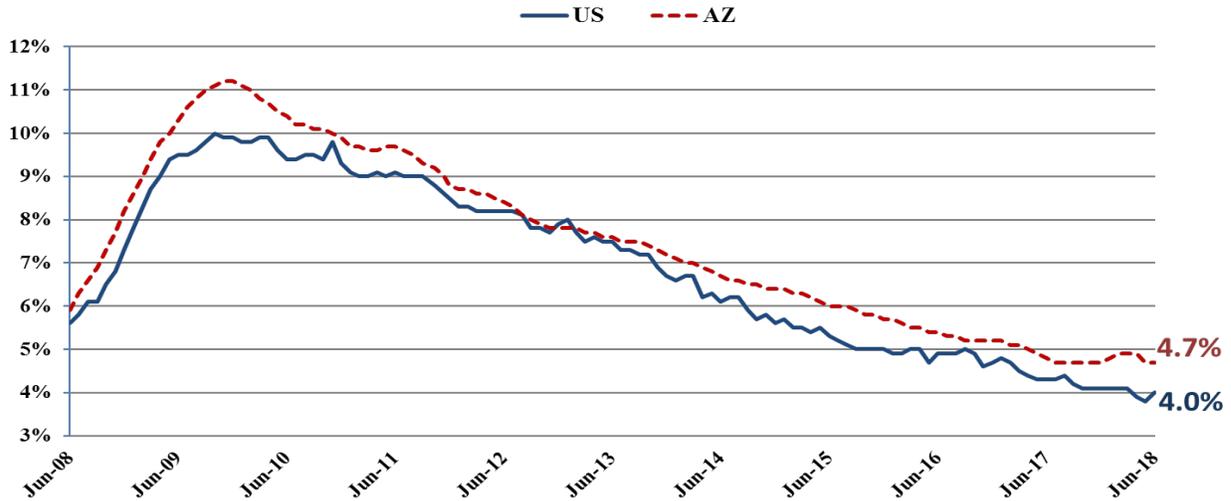
Source: OEO 2015-2050 Population Projections, Medium Series

### Figure 2: Arizona’s Population Growth (2005-2019)



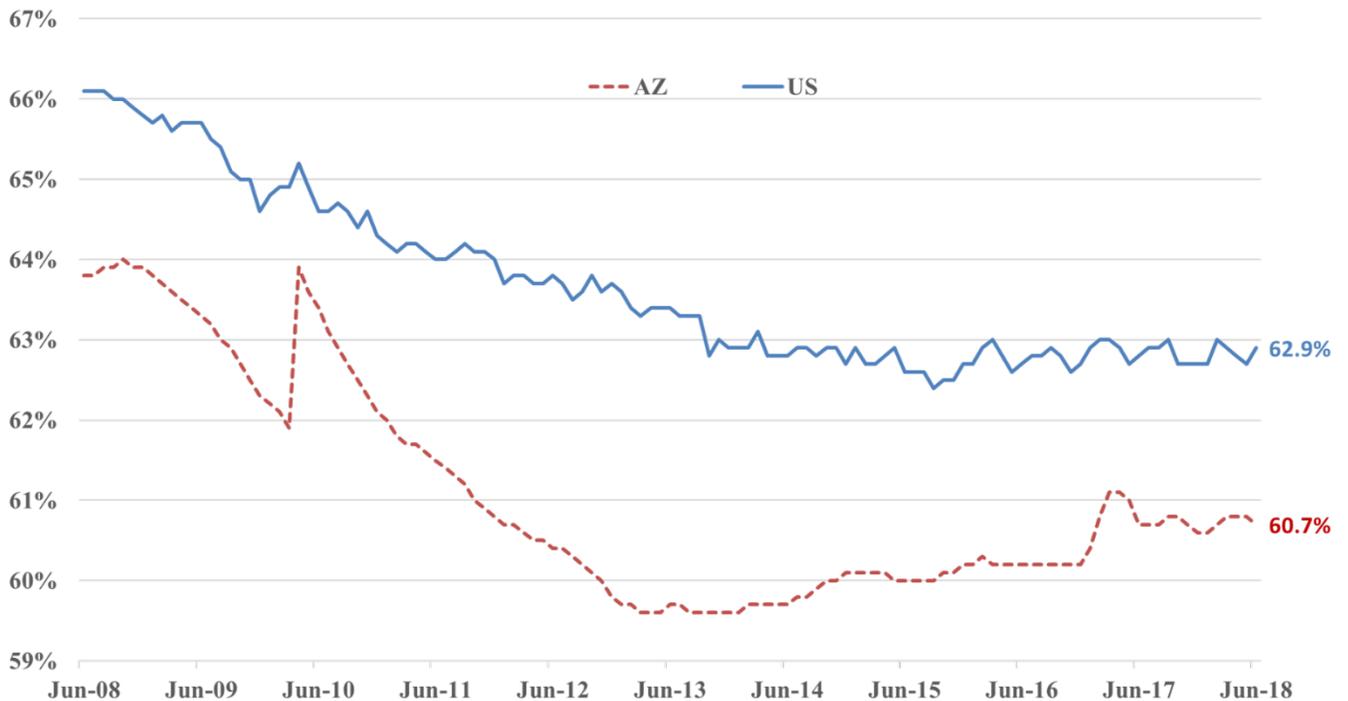
Source: OEO 2015-2050 Projections. Medium

**Figure 3: Arizona and U.S. Seasonally Adjusted Unemployment Rate (2008-2018)**



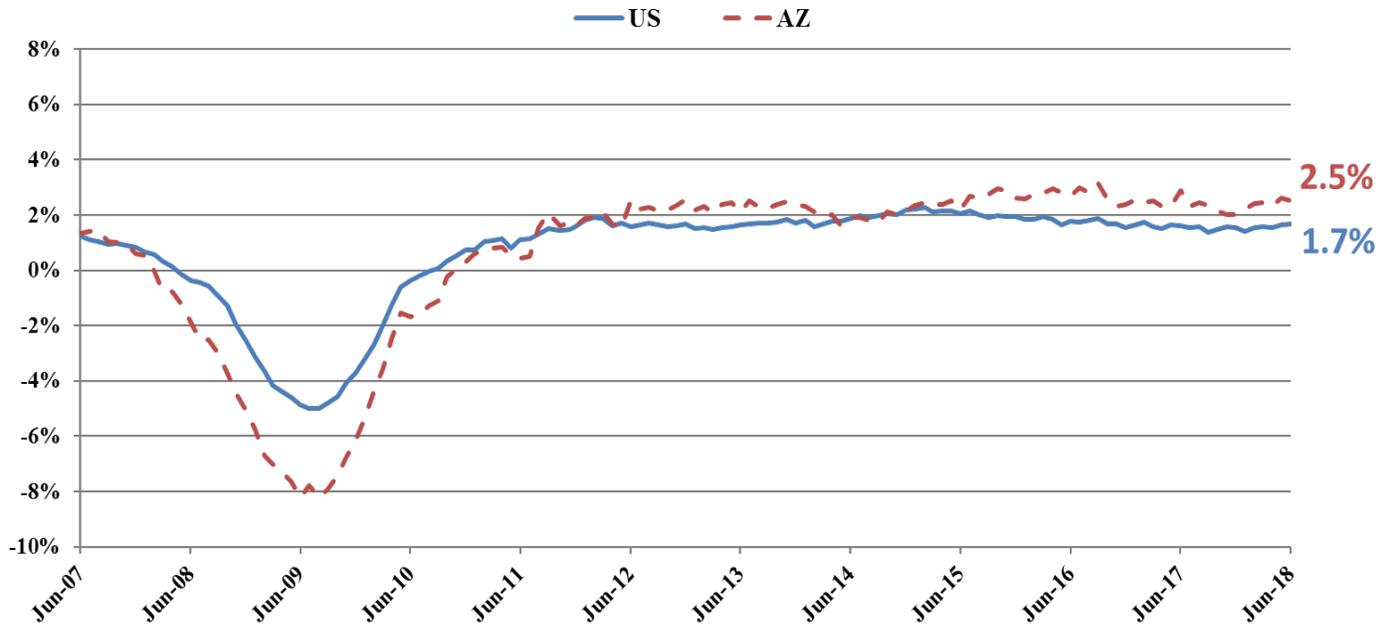
Source: OEO in cooperation with the USDOL, Bureau of Labor Statistics (BLS) using Local Area Unemployment Statistics (LAUS)

**Figure 4: Arizona and U.S. Labor Force Participation Rates**



Source: OEO in cooperation with USDOL, BLS using LAUS

**Figure 5: Arizona and U.S. Nonfarm Employment  
Year-to-Year Change Seasonally Adjusted**



Source: OEO in cooperation with USDOL, BLS using Current Employment Statistics (CES)

**Figure 6: Alternative Measures of Labor Underutilization**

| <u>Period</u>        | <u>Discouraged<br/>Workers<sup>1</sup></u> | <u>All Marginally Attached<br/>Workers<sup>2</sup></u> | <u>Involuntary Part-time<br/>Workers<sup>3</sup></u> |
|----------------------|--|--|--|
| 2016:III-2017:II     | 10,700                                     | 40,900   | 139,100  |
| 2017:III-2018:II     | 8,700                                      | 43,000   | 111,500  |
| <b>Over-the-Year</b> | <b>-2,000</b>                              | <b>+2,100</b>  | <b>-27,600</b>                                       |

Source: OEO in cooperation with the USDOL, BLS using Alternative Measures of Labor Underutilization

1: Discouraged workers are defined by the US BLS as “Persons not in the labor force who want and are available for a job and who have looked for work sometime in the past 12 months, but who are not currently looking because they believe there are no jobs available or there are none for which they would qualify.”

2: Marginally attached workers are defined by the US BLS as “Persons not in the labor force who want and are available for work, and who have looked for a job sometime in the prior 12 months, but were not counted as unemployed because they had not searched for work in the 4 weeks preceding the survey. Discouraged workers are a subset of the marginally attached.”

3: Involuntary part-time workers are defined by the US BLS as “Persons working less than 35 hours per week who want to work full time, are available to do so, and gave an economic reason for working part-time.”

**Figure 7: Arizona Nonfarm Employment  
Not Seasonally Adjusted  
(in thousands, reference month of June)**

|  | <b>PY 2012</b> | <b>PY 2013</b> | <b>PY 2014</b> | <b>PY 2015</b> | <b>PY 2016</b> | <b>PY 2017</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Total Nonfarm</b>                         | <b>2,474.2</b> | <b>2,521.8</b> | <b>2,577.1</b> | <b>2,646.6</b> | <b>2,723.5</b> | <b>2,792.5</b> |
| <i>OTY Percentage Change</i>                 | <i>2.1%</i>    | <i>1.9%</i>    | <i>2.2%</i>    | <i>2.7%</i>    | <i>2.9%</i>    | <i>2.5%</i>    |
| <b>Natural Resources &amp; Mining</b>        | <b>13.6</b>    | <b>13.3</b>    | <b>12.9</b>    | <b>11.6</b>    | <b>11.8</b>    | <b>11.9</b>    |
| <i>OTY Percentage Change</i>                 | <i>7.1%</i>    | <i>-2.2%</i>   | <i>-3.0%</i>   | <i>-10.1%</i>  | <i>1.7%</i>    | <i>0.8%</i>    |
| <b>Construction</b>                          | <b>126.1</b>   | <b>125.8</b>   | <b>128.5</b>   | <b>136.4</b>   | <b>146.7</b>   | <b>161.7</b>   |
| <i>OTY Percentage Change</i>                 | <i>7.8%</i>    | <i>-0.2%</i>   | <i>2.1%</i>    | <i>6.1%</i>    | <i>7.6%</i>    | <i>10.2%</i>   |
| <b>Manufacturing</b>                         | <b>155.6</b>   | <b>157.2</b>   | <b>158.6</b>   | <b>160.8</b>   | <b>164.2</b>   | <b>172.9</b>   |
| <i>OTY Percentage Change</i>                 | <i>-0.1%</i>   | <i>1.0%</i>    | <i>0.9%</i>    | <i>1.4%</i>    | <i>2.1%</i>    | <i>5.3%</i>    |
| <b>Trade, Transportation &amp; Utilities</b> | <b>476.1</b>   | <b>488.0</b>   | <b>500.8</b>   | <b>510.3</b>   | <b>520.4</b>   | <b>525.6</b>   |
| <i>OTY Percentage Change</i>                 | <i>0.8%</i>    | <i>2.5%</i>    | <i>2.6%</i>    | <i>1.9%</i>    | <i>2.0%</i>    | <i>1.0%</i>    |
| <b>Information</b>                           | <b>42.0</b>    | <b>44.0</b>    | <b>44.9</b>    | <b>45.7</b>    | <b>45.9</b>    | <b>46.6</b>    |
| <i>OTY Percentage Change</i>                 | <i>5.3%</i>    | <i>4.8%</i>    | <i>2.0%</i>    | <i>1.8%</i>    | <i>0.4%</i>    | <i>1.5%</i>    |
| <b>Financial Activities</b>                  | <b>184.6</b>   | <b>189.7</b>   | <b>193.4</b>   | <b>203.1</b>   | <b>213.6</b>   | <b>217.9</b>   |
| <i>OTY Percentage Change</i>                 | <i>5.2%</i>    | <i>2.8%</i>    | <i>2.0%</i>    | <i>5.0%</i>    | <i>5.2%</i>    | <i>2.0%</i>    |
| <b>Professional &amp; Business Services</b>  | <b>373.3</b>   | <b>379.7</b>   | <b>392.3</b>   | <b>405.6</b>   | <b>416.7</b>   | <b>427.1</b>   |
| <i>OTY Percentage Change</i>                 | <i>5.0%</i>    | <i>1.7%</i>    | <i>3.3%</i>    | <i>3.4%</i>    | <i>2.7%</i>    | <i>2.5%</i>    |
| <b>Education and Health Services</b>         | <b>366.7</b>   | <b>374.5</b>   | <b>390.1</b>   | <b>404.3</b>   | <b>419.2</b>   | <b>433.6</b>   |
| <i>OTY Percentage Change</i>                 | <i>1.4%</i>    | <i>2.1%</i>    | <i>4.2%</i>    | <i>3.6%</i>    | <i>3.7%</i>    | <i>3.4%</i>    |
| <b>Leisure &amp; Hospitality</b>             | <b>273.4</b>   | <b>284.4</b>   | <b>296.7</b>   | <b>307.0</b>   | <b>317.3</b>   | <b>325.9</b>   |
| <i>OTY Percentage Change</i>                 | <i>2.6%</i>    | <i>4.0%</i>    | <i>4.3%</i>    | <i>3.5%</i>    | <i>3.4%</i>    | <i>2.7%</i>    |
| <b>Other Services</b>                        | <b>87.6</b>    | <b>87.9</b>    | <b>87.8</b>    | <b>89.0</b>    | <b>89.3</b>    | <b>89.9</b>    |
| <i>OTY Percentage Change</i>                 | <i>0.5%</i>    | <i>0.3%</i>    | <i>-0.1%</i>   | <i>1.4%</i>    | <i>0.3%</i>    | <i>0.7%</i>    |
| <b>Government</b>                            | <b>375.2</b>   | <b>377.3</b>   | <b>371.1</b>   | <b>372.8</b>   | <b>378.4</b>   | <b>379.4</b>   |
| <i>OTY Percentage Change</i>                 | <i>-1.0%</i>   | <i>0.6%</i>    | <i>-1.6%</i>   | <i>0.5%</i>    | <i>1.5%</i>    | <i>0.3%</i>    |

Source: OEO in cooperation with the USDOL, BLS using CES

**Figure 8: Arizona Total Nonfarm Gains by Region  
Not Seasonally Adjusted**  
(in thousands, reference month of June)

|                                     | PY 2012        | PY 2013        | PY 2014        | PY 2015        | PY 2016        | PY 2017        |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Arizona</b>                      | <b>51.3</b>    | <b>47.6</b>    | <b>55.3</b>    | <b>69.5</b>    | <b>76.9</b>    | <b>69.0</b>    |
| <i>OTY Percentage Change</i>        | <i>2.1%</i>    | <i>1.9%</i>    | <i>2.2%</i>    | <i>2.7%</i>    | <i>2.9%</i>    | <i>2.5%</i>    |
| <b>United States</b>                | <b>2,221.0</b> | <b>2,598.0</b> | <b>2,876.0</b> | <b>2,522.0</b> | <b>2,356.0</b> | <b>2,479.0</b> |
| <i>OTY Percentage Change</i>        | <i>1.6%</i>    | <i>1.9%</i>    | <i>2.1%</i>    | <i>1.8%</i>    | <i>1.6%</i>    | <i>1.7%</i>    |
| <b>Flagstaff MSA</b>                | <b>1.0</b>     | <b>-0.1</b>    | <b>0.9</b>     | <b>0.1</b>     | <b>0.9</b>     | <b>1.6</b>     |
| <i>OTY Percentage Change</i>        | <i>1.6%</i>    | <i>-0.2%</i>   | <i>1.4%</i>    | <i>0.2%</i>    | <i>1.4%</i>    | <i>2.4%</i>    |
| <b>Lake Havasu City-Kingman MSA</b> | <b>0.4</b>     | <b>1.1</b>     | <b>0.8</b>     | <b>0.8</b>     | <b>1.7</b>     | <b>1.9</b>     |
| <i>OTY Percentage Change</i>        | <i>0.9%</i>    | <i>2.4%</i>    | <i>1.7%</i>    | <i>1.7%</i>    | <i>3.6%</i>    | <i>3.8%</i>    |
| <b>Phoenix-Mesa-Scottsdale MSA</b>  | <b>49.8</b>    | <b>37.2</b>    | <b>56.5</b>    | <b>62.6</b>    | <b>65.7</b>    | <b>57.8</b>    |
| <i>OTY Percentage Change</i>        | <i>2.9%</i>    | <i>2.1%</i>    | <i>3.1%</i>    | <i>3.3%</i>    | <i>3.4%</i>    | <i>2.9%</i>    |
| <b>Prescott MSA</b>                 | <b>0.5</b>     | <b>1.9</b>     | <b>1.3</b>     | <b>2.8</b>     | <b>1.6</b>     | <b>1.4</b>     |
| <i>OTY Percentage Change</i>        | <i>0.9%</i>    | <i>3.4%</i>    | <i>2.2%</i>    | <i>4.7%</i>    | <i>2.6%</i>    | <i>2.2%</i>    |
| <b>Sierra Vista-Douglas MSA</b>     | <b>-1.4</b>    | <b>-0.3</b>    | <b>-0.4</b>    | <b>-0.8</b>    | <b>0.3</b>     | <b>-0.4</b>    |
| <i>OTY Percentage Change</i>        | <i>-3.9%</i>   | <i>-0.9%</i>   | <i>-1.2%</i>   | <i>-2.4%</i>   | <i>0.9%</i>    | <i>-1.2%</i>   |
| <b>Tucson MSA</b>                   | <b>0.7</b>     | <b>3.6</b>     | <b>-0.9</b>    | <b>4.8</b>     | <b>6.9</b>     | <b>7.4</b>     |
| <i>OTY Percentage Change</i>        | <i>0.2%</i>    | <i>1.0%</i>    | <i>-0.3%</i>   | <i>1.3%</i>    | <i>1.9%</i>    | <i>2.0%</i>    |
| <b>Yuma MSA</b>                     | <b>0.1</b>     | <b>1.0</b>     | <b>-0.3</b>    | <b>1.1</b>     | <b>1.0</b>     | <b>0.2</b>     |
| <i>OTY Percentage Change</i>        | <i>0.2%</i>    | <i>2.0%</i>    | <i>-0.6%</i>   | <i>2.2%</i>    | <i>1.9%</i>    | <i>0.4%</i>    |

Source: OEO in cooperation with the USDOL, BLS using CES

**Figure 9: Arizona Total Nonfarm Employment Shares  
June 2008 to June 2018 (Not Seasonally Adjusted)**

| <b>Supersector Title</b>           | <b>June 2008 Share</b> | <b>June 2018 Share</b> | <b>Share Change</b> | <b>Numeric Change</b> |
|------------------------------------|------------------------|------------------------|---------------------|-----------------------|
| Education and Health Services      | 12.3%                  | 15.5%                  | 3.2%                | 112,700               |
| Leisure & Hospitality              | 10.4%                  | 11.7%                  | 1.3%                | 55,600                |
| Financial Activities               | 6.9%                   | 7.8%                   | 0.9%                | 38,400                |
| Professional & Business Services   | 14.9%                  | 15.3%                  | 0.4%                | 39,800                |
| Information                        | 1.6%                   | 1.7%                   | 0.1%                | 4,800                 |
| Natural Resources and Mining       | 0.5%                   | 0.4%                   | -0.1%               | -1,800                |
| Manufacturing                      | 6.7%                   | 6.2%                   | -0.5%               | -1,500                |
| Other Services                     | 3.9%                   | 3.2%                   | -0.7%               | -11,500               |
| Trade, Transportation, & Utilities | 19.9%                  | 18.8%                  | -1.1%               | 7,800                 |
| Construction                       | 7.4%                   | 5.8%                   | -1.6%               | -30,300               |
| Government                         | 15.6%                  | 13.6%                  | -2.0%               | -27,000               |
| <b>Total</b>                       | <b>100.0%</b>          | <b>100.0%</b>          | <b>0.0%</b>         | <b>187,000</b>        |

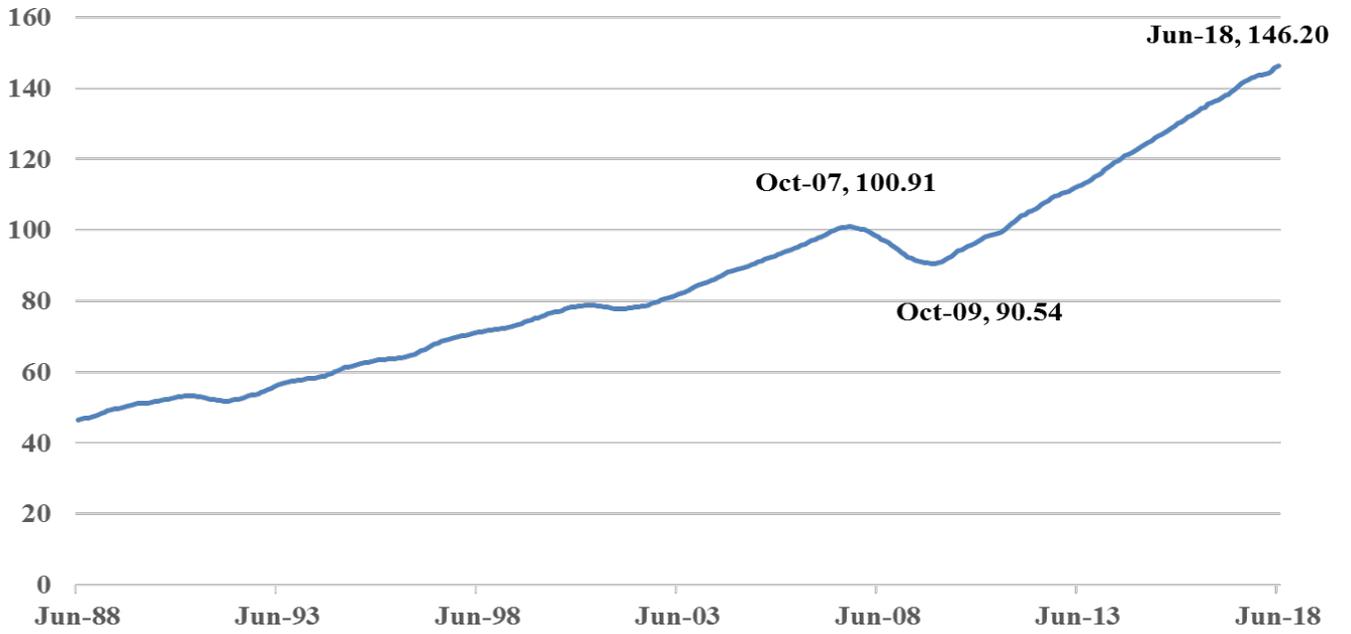
Source: OEO in cooperation with the USDOL, BLS using CES

**Figure 10: Short-Term Industry Employment Projections 2017-2019**

| <b>Industry Code</b> | <b>Supersector Title</b>             | <b>Base Employment 2017 Q2</b> | <b>Projected Employment 2019 Q2</b> | <b>Numeric Change</b> | <b>Percent Change</b> |
|----------------------|--------------------------------------|--------------------------------|-------------------------------------|-----------------------|-----------------------|
| 200000               | Construction                         | 145,225                        | 160,779                             | 15,554                | 10.7%                 |
| 550000               | Financial Activities                 | 205,630                        | 219,608                             | 13,978                | 6.8%                  |
| 650000               | Education and Health Services        | 599,096                        | 638,875                             | 39,779                | 6.6%                  |
| 700000               | Leisure and Hospitality              | 340,979                        | 360,526                             | 19,547                | 5.7%                  |
| 990000               | Unclassified                         | 189,224                        | 199,445                             | 10,221                | 5.4%                  |
| 600000               | Professional and Business Services   | 414,881                        | 437,272                             | 22,391                | 5.4%                  |
| 300000               | Manufacturing                        | 161,078                        | 168,963                             | 7,885                 | 4.9%                  |
| 100000               | Natural Resources and Mining         | 51,746                         | 53,586                              | 1,840                 | 3.6%                  |
| 800000               | Other Services (Except Government)   | 92,457                         | 95,185                              | 2,728                 | 3.0%                  |
| 400000               | Trade, Transportation, and Utilities | 527,853                        | 543,165                             | 15,312                | 2.9%                  |
| 500000               | Information                          | 47,091                         | 48,103                              | 1,012                 | 2.1%                  |
| 900000               | Government                           | 158,708                        | 161,432                             | 2,724                 | 1.7%                  |
|                      | <b>Total</b>                         | <b>2,933,968</b>               | <b>3,086,939</b>                    | <b>152,971</b>        | <b>5.2%</b>           |

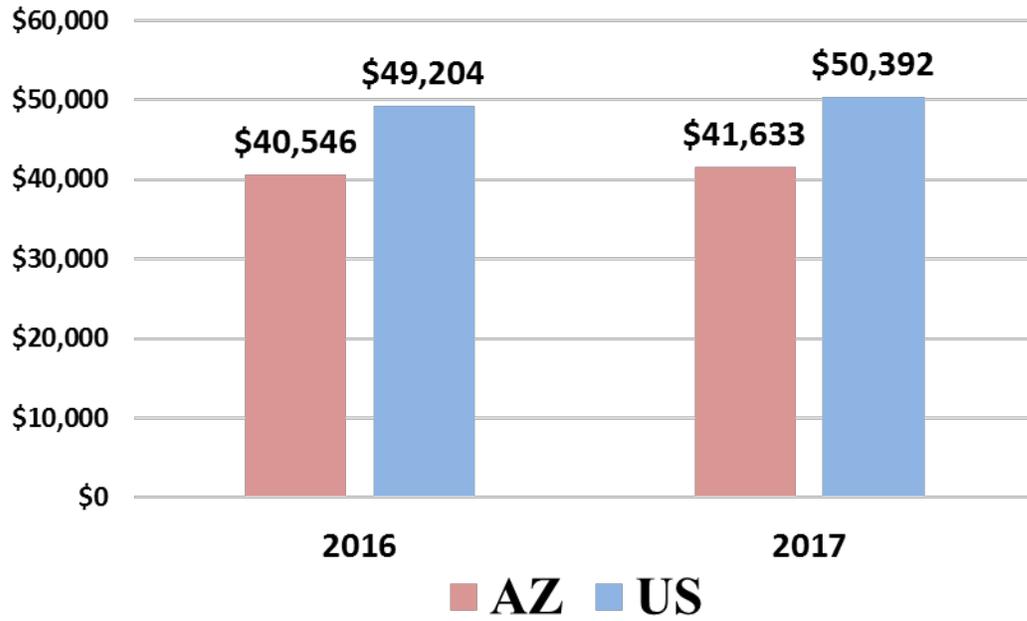
Source: OEO using Short-Term Industry Employment Projections 2017-2019

**Figure 11: Arizona Coincident Economic Activity  
(June 1988-June 2018)**



Source: Federal Reserve Bank of Philadelphia

**Figure 12: Arizona and US Per Capita Personal Income**



Source: Office of Economic Opportunity in cooperation with the US Department of Commerce, Bureau of Economic Analysis using SA1 Personal Income Summary: Personal Income, Population

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| <b>Figure 13: Arizona Apprenticeship Office Report<br/>(as of June 30, 2017)</b> |      |
|--|------|
| <b>Total Number of Registered Apprentices</b>                                    | 3600 |
| <b>Total Number of Programs</b>  | 146  |

| <b>Figure 14: WARNs Received</b> |                            |                             |
|----------------------------------|----------------------------|-----------------------------|
| <b>Year</b>                      | <b>Number of Companies</b> | <b>Individuals Affected</b> |
| 2018                             | 27                         | 3256                        |
| 2017                             | 22                         | 2187                        |
| 2016                             | 40                         | 5412                        |

## Figure 15: Fiscal Reporting – Titles I and III

| WIOA Title I-B Adult Program             |                             |                             |                        |                                     |
|--|-----------------------------|-----------------------------|------------------------|-------------------------------------|
| Summary Information                      |                             |                             |                        |                                     |
| <b>Service</b>                           | <b>Participants Served:</b> | <b>Participants Exited:</b> | <b>Funds Expended:</b> | <b>Cost Per Participant Served:</b> |
| Career Services                          | 5,795                       | 3,884                       | \$5,622,373            | \$970                               |
| Training Services                        | 4,455                       | 2,276                       | \$4,322,290            | \$970                               |
| <b>Total</b>                             | <b>10,250</b>               | <b>6,160</b>                | <b>\$9,944,663</b>     |                                     |
| Local Admn expenses                      |                             |                             | \$1,004,401            |                                     |
| Percentage of Admn Exp                   |                             |                             | \$0                    |                                     |
| State Admn                               |                             |                             | \$849,328              |                                     |
| WIOA Title I-B Dislocated Worker Program |                             |                             |                        |                                     |
| <b>Service</b>                           | <b>Participants Served:</b> | <b>Participants Exited:</b> | <b>Funds Expended:</b> | <b>Cost Per Participant Served:</b> |
| Career Services                          | 431                         | 241                         | \$5,517,640            | \$12,802                            |
| Training Services                        | 524                         | 328                         | \$6,708,221            | \$12,802                            |
| <b>Total</b>                             | <b>955</b>                  | <b>569</b>                  | <b>\$12,225,861</b>    |                                     |
| Local Admn expenses                      |                             |                             | \$1,416,468            |                                     |
| Percentage of Admn Exp                   |                             |                             | \$0                    |                                     |
| State Admn                               |                             |                             | \$1,153,237            |                                     |
| WIOA Title I-B Youth Program             |                             |                             |                        |                                     |
| <b>Service</b>                           | <b>Participants Served:</b> | <b>Participants Exited:</b> | <b>Funds Expended:</b> | <b>Cost Per Participant Served:</b> |
| Career Services                          | 2,249                       | 1,055                       | \$7,558,197            | \$3,361                             |
| Training Services                        | 1,956                       | 1,142                       | \$6,573,514            | \$3,361                             |
| <b>Total</b>                             | <b>4,205</b>                | <b>2,197</b>                | <b>\$14,131,711</b>    |                                     |
| Local Admn expenses                      |                             |                             | \$1,579,800            |                                     |
| Percentage of Admn Exp                   |                             |                             | \$0                    |                                     |
| State Admn                               |                             |                             | \$721,319              |                                     |
| WIOA Title III – Wagner-Peyser           |                             |                             |                        |                                     |
| <b>Service</b>                           | <b>Participants Served:</b> | <b>Participants Exited:</b> | <b>Funds Expended:</b> | <b>Cost Per Participant Served:</b> |
| Wagner-Peyser                            | 58,718                      | 47,791                      | \$13,886,535           | \$327                               |

**Figure 16: Customer Satisfaction Surveys**

| Customer Satisfaction | # of Surveys Completed | # of Customers Eligible for the Survey | # of Customers included in the Sample | Response Rate |
|-----------------------|------------------------|--|---------------------------------------|---------------|
| Participants          | 2,036                  | 11,792                                 | 2450                                  | 83.1%         |
| Employers             | 1,331                  | 13,424                                 | 1,506                                 | 88.4%         |

## Appendix II: ARIZONA@WORK Local Workforce Development Area Reports

### City of Phoenix

#### WIOA Title I-B Strides and Activities

##### Arizona Highway Construction Workforce Pilot Program

The Arizona Highway Construction Workforce Pilot Program is a pre-apprentice construction program that combines training with an opportunity to have a paid, hands-on learning experience in the construction industry for youth that are 18 – 24 years of age. During training, youth earn \$15/per hour. Arizona is one of six states taking part in a federal pilot program focused on highway construction. The ten-week program is delivered in two phases:

- Phase 1: Week One - Industry Readiness Training is provided to young adult participants with tools needed to prepare for the construction industry.
- Phase 2: Weeks Two through Ten – Participating youth receive hands-on work experience; after completion of the two week training, they work with a local construction contractor/employer that provides hands-on training learning opportunities.

ARIZONA@WORK City of Phoenix launched the Arizona Career Readiness Credential (ACRC) for the WIOA Title I-B Adult and DW Programs in April 2018 at its three ARIZONA@WORK Job Centers. The ACRC is a validation of the foundational applied academic and interpersonal competencies that matter most to Arizona employers. It includes a battery of high-stakes, proctored assessments in these critical areas; and job seekers who hold the ACRC have demonstrated command in all seven skills areas.

Throughout the three ARIZONA@WORK Job Centers in the City of Phoenix, over 100 credentials have been obtained and participants are reporting credential influence throughout their job application and interview processes. One client reported she believed the credential had a significant impact in being selected for a Project Manager position with the State of Arizona when she showcased her certificate at her second-level interview.

##### Services on the Road

*Phoenix Public Library* - Staff from the three ARIZONA@WORK Job Centers in the City of Phoenix have spent the past PY providing services to job seekers in various public locations outside of the traditional ARIZONA@WORK Job Centers. The goal is to go where people are seeking services in their communities and extend offers to the program

on a drop-in basis. First, staff are providing weekly basic career services at three of the Phoenix Public Libraries. In addition to one-on-one job search assistance, staff are also teaching workshops for using LinkedIn as a networking and job search strategy, as well as labs for résumé development and interview practice. Library staff indicate that job search assistance has become a primary service request from their patrons.

*Phoenix Municipal Court - ARIZONA@WORK* City of Phoenix embarked on a unique “drop-in” service beginning June 2018. The City Municipal Court approached workforce staff and inquired about making services available in their court where individuals with suspended licenses are being offered an opportunity to participate in a payment plan to pay their court fines in a specified amount of time. Suspended licenses fines can easily exceed \$1,200. Court officials had previously identified that many individuals are unemployed or underemployed and therefore, unable to pay their fines in a timely manner. The pilot, named “License to Work,” is pairing individuals whose licenses are suspended with an ARIZONA@WORK case manager to assist them in getting employed quickly. This will enable them to participate in the payment program, pay off their debt, and maintain employment. Staff spends approximately six hours per week meeting with attorneys and judges for the common good of customers in the program. The Courts are reporting that 90 percent of the program participants are current with their payment plans.

## Coconino County

### WIOA Title I Strides and Activities

The implementation of WIOA in Coconino County includes the following milestones:

- One-Stop Operator hired to coordinate service delivery and training at the ARIZONA@WORK Job Center.
- ARIZONA@WORK professional development topics presented were: Strength Weaknesses Threats and Opportunity (SWOT) development, Strategic/Work Plan development, ARIZONA@WORK Partners programs with client eligibility criterion, Veterans Services, Coconino County Community Needs Assessment findings, OEO Labor Market Information, and Customer Service workshop.
- Super Service Saturday was implemented to provide citizens access to multiple services by offering services on Saturdays. ARIZONA@WORK partners ensure that WIOA services are made available.

### Best Practices

StartHere is a new program that looks for alternative pathways, non-traditional career options, and, creative partnerships that allow out-of-school youth to take charge of their own future. The ARIZONA@WORK Center in Coconino County saw a 700 percent increase in Out-of-School youth enrollment in the first three months of program implementation. The program embraces a different way to focus on connecting youth with their tomorrow.

The **Business Service Team** has been honored and awarded recognition as a best practice for their outstanding development and engagement with businesses throughout Coconino County.

- The Business Services Team has taken a new look at providing businesses with relevant and up-to-date information that matters today in their industry. A speed-dating approach to business resources, with information disseminated quickly with follow-up contacts, allowed employers to seek out additional specifics when needed. Quarterly events have become *must attend* sessions that employers look forward to attending.
- The Business Services Team also engaged with business sectors seeking direct input to identify their workforce needs and barriers. The team assembled local resources to match the employer needs, then provided an opportunity for the employer to engage with a local pipeline of students in the Career Technical

Education (CTE) Automotive program. This collaboration brought students, employers, teachers and administrators together for a discussion, and ended with two internship opportunities with the City of Flagstaff and Coconino County Public Works. The collaboration also opened the doors for future engagement with employers and the CTE Automotive student pipeline.

The Business Services Team set up a one-on-one meeting with three employers for an internship information roundtable. This roundtable provided each employer with an opportunity to understand benefits of internships specific to their business. One employer was able to take advantage of the opportunity.

## **Maricopa County**

### **Best Practices**

ARIZONA@WORK Maricopa County LWDB

As part of its ongoing board development, the ARIZONA@WORK Maricopa County LWDB members have spoken with national and local leaders in their research efforts to better understand the various governance and administration models/structures that exist with other plans to further evaluate how best to optimize WIOA implementation. As a result of these efforts and ratings in the PY 2017 [Local Board Certification Assessment](#), the LWDB Executive Committee Chair and full board plan to focus on understanding and fulfilling their roles in relation to the Board of Supervisors, the State, and the thirteen board functions required under WIOA. This shift has the ARIZONA@WORK -Maricopa County LWDB focusing on a full strategic planning process and ways to think through performance, collective impact, and regionalism. The ARIZONA@WORK Maricopa County LWDB plans to continue exploring further dialogue with additional workforce area leaders and conduct additional research to understand how to meet WIOA obligations.

### **Opportunities for Youth (OFY) Collaborative Reengagement Centers**

ARIZONA@WORK Maricopa County WIOA Title I-B Youth Program staff participate on the Opportunities for Youth (OFY) Leadership Council (advisory board), a Maricopa County-wide coalition of over 50 public, nonprofit, and for-profit agencies working with OFY.

The OFY Leadership Council created quality standards for Reengagement Centers across Maricopa County. The ARIZONA@WORK Job Centers in Maricopa County that offer the WIOA Title I-B Youth Program are one of 12 organizations formally designated as Reengagement Centers.

These 12 Reengagement Centers are co-located within existing nonprofit organizations and government agencies, collectively offer career, educational, and support services to OFY.

In order to provide consistent reengagement services across ARIZONA@WORK Job Centers throughout Maricopa County, all ARIZONA@WORK Job Centers agreed to:

- Adopt Quality Standards which have been recognized as a national promising practice by the National League of cities.
- Report results in a shared database across organizations using the same metrics.

- Refer youth between ARIZONA@WORK Job Centers using a priority referral system so youth receive a warm transfer to a designated contact at each center.
- Participate in professional development training so service providers can offer the highest quality services as possible.

In 2018, Measure of America (which has been ranking major metropolitan areas on their rate of opportunity youth since 2012), reported that Metro Phoenix improved its rate of Out-of-School Youth from being worst in the nation at 19 percent in 2012 to 13.6 percent today. We have lowered the Phoenix Metropolitan area's rate of opportunity for youth. The report also highlighted the OFY initiative as a national model of a cross-sectoral coalition with a collective vision and broad-based commitment to a concrete goal to reduce youth disconnection.

## **Grants**

### **Strengthening Working Families Initiative**

The Strengthening Working Families Initiative (SWFI) is a grant that was received by the ARIZONA@WORK City of Phoenix and ARIZONA@WORK Maricopa County, who both partnered in this initiative. They have been conducting individual orientations for healthcare, IT, and Insurance Studies. Group orientations have been scheduled through the career navigator and Eventbrite. The ARIZONA@WORK Job Center in Maricopa County offers one to two group orientations and schedules individual orientations as needed.

The career navigator has continued outreach efforts at the ARIZONA@WORK Job Center and attends center orientations presenting and engaging with potential SWFI participants. The career navigator is currently co-enrolling SWFI participants into WIOA Title I-B Programs. The business solutions member has been assisting with outreach efforts with both community partners and employers.

ARIZONA@WORK Maricopa County has also been able to enroll participants into training after cohort sizes were set aside for the grant. Participants have also been given the option to explore training providers from an added list which has helped enroll participants into training in a timelier manner. Workflow has been finalized internally which has helped meet both SWFI and WIOA Title I-B requirements.

The ARIZONA@WORK Maricopa County SWFI project manager and the business solutions member continue to take part in information sessions and community events in order to increase grant awareness which has yielded more referrals. The team is streamlining the processes to ensure that regular orientations and SOAR workshops are

regularly offered and enrollments can be finalized to move participants quickly into training. These processes continue to be assessed as interest and enrollments increase.

### **Performance Partnership Pilot (P3) Manufacturing Apprenticeship Program (MAP)**

The Performance Partnership Pilot (P3) Manufacturing Apprenticeship Program (MAP) is a grant managed by the Arizona State University (ASU) and provides a four-month program that offers soft skills, professional development, career readiness, and specific Computer Numerical Control (CNC) Lathe or CNC Mill Operator training for youth ages 17-24, to enter employment in the manufacturing industry. Soft skills and technical training will be offered concurrently. Recruitment is ongoing to start a cohort of at least eight students on 9/10/18. TCI Solutions will provide soft skills training and Gateway Central City will provide the technical training. The goal of the project is to train 96 youth by September 30, 2019.

Training takes place two days per week and can include a paid internship. ARIZONA@WORK Maricopa County and Maricopa County Regional School District will cover training funding and support services; thus, there is no cost to the student. In addition, a stipend of \$1,280.00 provided by OFY will be given to youth who successfully complete the four-month training program.

Completion of a High School or HSE Diploma is not required to participate in this training. Students who do not have a High School or HSE Diploma will be provided assistance to enroll in a program for completion of their secondary education concurrent with their occupational skills training. This is an outstanding opportunity for youth to earn an industry-recognized credential and transition into a career in manufacturing.

## **Mohave and LaPaz Consortium**

### **Best Practices**

#### **High School Equivalency Preparation Class**

During the negotiation of the IFA, WIOA Title II Adult Education agreed to fund a Mohave Community College instructor to teach a HSE Preparation class at the Comprehensive ARIZONA@WORK Job Center in Kingman, four days per week. WIOA Title II also agreed to have an administrative support person on location several hours per week to assist students through the complicated enrollment process into Mohave Community College and WIOA Title II Adult Educations Programs. WIOA Title I-B Programs agreed to provide the room, computers, software, books and other materials needed for the class. In addition, WIOA Title I-B funds are used to pay the instructor outside of the semester calendar so that there are not long gaps between class sessions as in the traditional college schedule. Staff organizes a graduation ceremony about twice per year complete with a keynote speaker and area elected officials. Those earning the HSE diploma have the opportunity to wear a cap and gown, walk across a stage, and celebrate this achievement with family and friends.

#### **Project Employing Adolescents Gaining Life Experiences**

The ARIZONA@WORK Mohave/La Paz WIOA Title I-B Youth Program has a close partnership with the county probation department for referral of out-of-school youth. Mohave County Probation has seen such success in the youth who participate in the WIOA Title I-B Youth Program. They obtained grant funding to sponsor younger or in-school youth who may not be suitable nor eligible to receive intensive case management, nor to enroll in work readiness or WEX. This sponsorship significantly reduced recidivism, so the probation department obtained additional grant funding to co-fund a case manager/job coach to work with youth referred by the Probation Departments year round. Thus project Employing Adolescents Gaining Life Experiences (EAGLE) was born. The intensive case management and constant communication with the probation officer works to keep youth engaged in the program. The staff person also teaches work readiness and life skills classes once per week at the Evening Report Center at the Juvenile Detention Center.

## **Nineteen Tribal Nations**

### **Cocopah Indian Tribe**

The WIOA Title I-B Youth Program was a high priority for the Cocopah Indian Tribe. In PY 2017, 100 percent of the youth participants were out-of-school youth. The Cocopah Indian Tribe WIOA Title I-B Youth Program continues to partner with the Cocopah Education Department to ensure the youth who drop out of school are contacted and referred to the WIOA Title I-B Youth Program for assistance.

The Cocopah Indian Tribe also partnered with the truant officer from the Cocopah Education Department and the Police Department, who are now offering Driver's Education classes to tribal members at the Community Center Building on the reservation. When a participant passes the pre-test upon completion of the class, he/she is referred to the ARIZONA@WORK Job Center for financial assistance through the Bureau of Indian Affairs Program to pay the Arizona Department of Transportation for the cost of the driver license exam fee.

### **Pascua Yaqui Tribe**

The Pascua Yaqui Tribe ARIZONA@WORK Job Center has been working on collaborations with schools, training programs, and other tribal departments. For example, the Pascua Yaqui Emergency Medical Technician program has been up and running with cooperation between Pima College Fire Science Department, Pascua Yaqui Fire Department, Native American Career and Technical Education Program (NACTEP) and Workforce. Upon completion of the program, 22 students will then qualify to take the National Certification for Emergency Management Technician examination. After completion of the program, the participants will be enrolled into another program that results in a credential or they will enter the workforce in the medical or fire science fields. The collaboration provided tribal members an opportunity for careers as firefighters and provided the tribe with a pipeline of future Pascua Yaqui firefighters.

The Pima Community College Culinary Program began October 16, 2018 in collaboration with the ARIZONA@WORK Job Center. Itom Yoemia, Vachom House created an outstanding culinary program with Pima College that consists of five different chefs from the Tucson area restaurants who will teach the course. The class is an eleven-week course, and students will be able to earn an Accelerated Culinary Certificate. The certificate will enable direct employment; the credits are also recognized through Pima Community College for students who want to pursue a program in higher education. The Pascua Yaqui Tribe enrolled students from different program areas. Vachom House is a temporary support program for many reentry clients trying to enter the workforce. All clients are enrolled in WIOA Title I-B programs which will provide supportive services.

Itom Yoemia is a community program that supports career training and is funded through Pima Community College which is an excellent opportunity for students to earn an industry-recognized certificate.

### **Tohono O'odham Nation**

- The Tohono O'odham Nation WIOA Title I-B Youth Program exhibited a high school graduation rate of 88 percent for students that received a diploma compared to the Tribal Nation's average of only 39 percent.
- In PY 2017, the Tohono O'odham Nation successfully completed a third year of partnership with Baboquivari Unified School District for a high school internship program. The program includes work experience at a location of the participant's career choice, wages, and high school credit.
- The Tohono O'odham Nation shifted allocation for the WIOA Title I-B youth program to focus more on out-of-school youth. Approximately 74 percent of the funding is allocated to out-of-school youth and is working toward the 75 percent allocation.
- The WIOA Title I-B Adult and Youth Programs have implemented skill attainment workshops that focus on employability skills, as well as professional and academic development. These workshops are aligned with WIOA Title I-B guidelines for success of the participants.
- The WIOA Title I-B Adult program implemented Adult Basic Education (ABE) classes in the fall of 2017 and spring of 2018 for community and Nation members. The program has seen significant impacts on academic skill level and increases from two to four grade levels upon completion of the ABE, as well as two recent HSE graduates.
- The WIOA Title I-B Adult program reached a 92 percent graduation rate for participants enrolled in training. Seventy-one percent of the participants secure full-time employment upon completion of their program.
- On a monthly average, between 250 and 350 individuals seek assistance with résumé writing, enhancing their employability skills, and job search in the resource center and computer lab.

## **Northeastern Arizona Innovative Workforce Solutions**

### **WIOA Title I-B Strides and Activities**

In PY 2017, Gila County Community Services Department was selected as the One-Stop Operator for the ARIZONA@WORK Northeastern Arizona LWDA. The LWDB and the One-Stop Operator entered into a two-year agreement. The role of the One-Stop Operator for ARIZONA@WORK Northeastern Arizona is responsible for oversight of the local ARIZONA@WORK System and operational activities concerning customer flow, overall quality, and effectiveness of the ARIZONA@WORK Job Center, as well as the four affiliate ARIZONA@WORK Job Centers.

The One-Stop Operator has convened partner meetings with both supervisory and front-line staff of all core ARIZONA@WORK partners. In November 2017, partner trainings were provided to educate front-line staff regarding WIOA and the ARIZONA@WORK System as it relates to seamless service delivery between all partners within the ARIZONA@WORK Job Centers, as well as soft transfers to partners not co-located in the centers. Quarterly supervisor partner meetings were convened to discuss implementation of the client referral system, as well as provide information about each partner program for a better understanding of services. Front-line staff trainings followed supervisor meetings to train on the Client Referral System (CRC) and on services provided by partner programs.

### **2017 Annual Board Training**

The 2017 Annual LWDB Training was held in July which centered around WIOA and the inclusion of all ARIZONA@WORK partner programs regarding board reporting and purview.

### **Core Partner Reports to LWDB**

In April 2018, a common report form was designed for all core ARIZONA@WORK partners to provide consistent information regarding traffic in each of the ARIZONA@WORK Job Centers, as well as customers served by partners not located in the ARIZONA@WORK Job Centers. This report is now a part of each quarterly LWDB meeting, allowing board members a more comprehensive view of the services provided across all core and required ARIZONA@WORK partners in Northeastern Arizona.

### **Program Highlights**

#### **Client Referral System**

Yuma County ARIZONA@WORK developed and is utilizing the ACRC with success, and they offered to provide the software and training to other interested LWDA's. Arizona ARIZONA@WORK Northeastern Arizona and ARIZONA@WORK Yuma coordinated to implement the cloud-based system and in November 2017, front-line and supervisory staff were trained use of the system to coordinate and track referrals between ARIZONA@WORK core and community partners. The system is fully functional and full implementation is expected to be completed in PY 2018.

### **Arizona Career Readiness Credential**

ARIZONA@WORK Northeastern Arizona was one of the first LWDA's to fully implement the ACRC. To date, staff from WIOA Titles I-B, II, and III have been trained on the system and are able to provide all job seekers with login credentials to begin the assessments and online coursework. WIOA Title I-B and Title II staff have also been trained as test proctors.

Employer outreach is key to the implementation process and has been met with great success. Two of the largest employers in the LWDA are working on integrating the ACRC into their hiring processes. One employer ran a pilot for an open position, requesting that all applicants take the proctored exam and earn the ACRC prior to moving into the interview phase of the hiring process. Most applicants successfully completed the ACRC and the results were factored in the final hiring decision.

## **Pima County**

### **Program Highlights**

#### **Proven and Promising Strategies**

The ARIZONA@WORK Pima County Job Center Business Service Team developed and hosted the Job Developer Roundtable. The Roundtable was initiated to engage with job developers in Pima County and invite them to attend presentations and discussions with local industry groups representing the Pima County LWDB target industry sectors. The job developers represented public sector and community-based organizations that serve a diverse client base. Between July 2017 and June 2019, the Business Service Team hosted six roundtables covering the following Sectors: Construction, Healthcare, Advanced Business Services and Manufacturing. Fourteen employers/employer groups participated with 190 job developers in attendance. The Job Developers had the opportunity to learn about the hiring trends in the industries, challenges of companies finding talent, and to ask specific questions relating to their specific clients. The roundtables are held every two months.

### **Sector Partnerships**

#### **Proven or Promising Strategies**

The ARIZONA@WORK Pima County Job Center Business Service Team provides monthly reports to the LWDB to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in Pima County, and that expand employment and career advancement opportunities for ARIZONA@WORK system participants in in-demand industry sectors or occupations.

#### **Infrastructure-Construction Industry**

The Business Service Team added a new member this past year to focus on the Infrastructure Industry Sector. The Business Service Team reached out to the Arizona Construction Trades (ACT), Southern Arizona Home Builders Association (SAHBA), and Arizona Transportation Builders Association (ATBA). They developed some initial strategies to recruit and develop talent to the construction industry in Pima County. Current students in the local Home Builders Institute (HBI) program met with industry representatives to learn about immediate job opportunities. The students learned what qualifications and experience the companies were looking for. Student résumés were reviewed and suggestions were made for improvement. The Business Service Team

reached out to the ARIZONA@WORK Pima County service provider Portable Practical Educational Preparation, Inc. (PPEP) and their YouthBuild program to explore opportunities in working with the local industry to increase the talent pipeline. Pima County partnered with Pima Joint Technical Education District (JTED) and Sunnyside Unified School District to host an event that included construction companies recruiting for immediate openings, and also for youth to explore construction careers.

### **Manufacturing and Health Care Industry Sectors**

The ARIZONA@WORK Pima County Business Service Team piloted the Ending Poverty Now Employer Resource Network (ERN) as part of the Pima County Ending Poverty Now initiative with employers in the Manufacturing and Health Care Industry Sectors. The goal is to help decrease turnover by increasing production and reducing employees' barriers. ERN Navigators are present and available weekly at the employer location for employees who have an issue outside of work with which they may need assistance. The Navigators refer the employees to the appropriate agency for resources. Without these challenges on their minds, employees may focus more clearly on their job to be more productive.

## **Grants**

### **Health Profession Opportunity Grant**

A collaboration between PCC and the ARIZONA@WORK Pima County system, the five-year Round 1 Health Profession Opportunity Grant (HPOG) was completed in March of 2016. The grant made a significant impact with nearly 1,000 people successfully completing occupational skill training across 15 healthcare occupations. The partners were successful in winning a second-round competitive HPOG in order to expand the health career pathway over another five-year period.

### **Youth CareerConnect**

This H1-B grant was awarded to Innovation Frontier Southwest to create four-year pathways from 11<sup>th</sup> grade through the second year of college leading to industry-recognized credentials in IT, industrial technology, and aviation technology, as well as a high-school applied Science Technology Engineering Math Consortium (STEM) education initiative, Metromatematicas, in Santa Cruz County. A total of 958 high school students have been enrolled in the pathways to date. Summer work-based learning activities include paid internships in the Manufacturing, Aviation, and Healthcare industries; the National Center for Construction Education Core; Microsoft Certified Solutions Expert certification courses; and two bioscience academies - one at the Pima County Regional Wastewater Reclamation Department and the other at the UA School of Pharmacy.

## **Senior Community Service Employment Program (SCSEP)**

ARIZONA@WORK Pima County continued operating this grant in conjunction with the county-funded 50+ Employment program. The 50+ Employment program enrolled 303 mature job seekers. Of those 303 job seekers, 135 obtained employment and did not complete the training; however, 168 completed the employability skills training. At the same time, SCSEP offered eight low-income program “graduates” the opportunity to work in a community setting to gain competitive employment skills.

## **Best Practices**

The ARIZONA@WORK Pima County LWDB Youth Council participated in the Infrastructure-Construction Industry Sector, 4<sup>th</sup> Annual “Southern Arizona Construction Career Days” Youth Career Expo, held October 25, 2017 and October 26, 2017 at the Tucson Rodeo Grounds. More than 1,000 youth attended and there were more than 40 employer exhibitors. This Expo was led and organized by the Arizona Transportation Builders Association.

On February 7, 2017, the ARIZONA@WORK Pima County LWDB Youth Council hosted the “Justice Careers” Youth Career Expo that was held at the Tucson Police Department (TPD) Westside Police Service Center and Forensic Laboratory. Attendees included 77 in-school youth who met with following employers that explained the career pathways and occupations available:

- TPD Westside Station and Forensics and Laboratory;
- TPD Bomb Squad, K9 Unit, and S.W.A.T.;
- Cyber Protection and Hacking Experts;
- Pima County Superior Court, Adult Probation Department; and
- U.S. Customs and Border Protection

## **Pinal County**

### **WIOA Title I Strides and Activities**

#### **DES/AMS Pilot**

In January 2017, the ARIZONA@WORK Pinal County Business and Career Center in Casa Grande was identified as a pilot site for revamping the service delivery model based on the Arizona Management System (AMS) from Governor Doug Ducey. Based on the principles of Lean, AMS is a people-centered approach focusing on customer value, continuous improvement, and engaged employees to improve productivity, quality, and service. The pilot focused on the job seeker customer flow within the ARIZONA@WORK Pinal County Job Center in Casa Grande.

The resulting effect of the pilot was the focus within the center to capture and track data for analysis. Implementation of a Plan-Do-Check-Adjust methodology was implemented involving all co-located ARIZONA@WORK partners in the Job Center.

With the institution of daily huddles, ARIZONA@WORK Pinal County Job Center staff are able to share upcoming events and plan for each day's activities. The ARIZONA@WORK Pinal County Job Center leadership also initiated weekly Reflection meetings designed to capture progress toward the resolution of center-focused issues.

One metric of note to the pilot was a focus on increasing the average number of employment placements per day. Not measured prior to the pilot, preliminary baseline data indicated that the center was producing less than one placement per day as a result of staff-assisted activities. Identifying a valid methodology to track this data resulted in extensive review of reports provided in the Arizona Job Connection (AJC) system. Ultimately, it was decided the AJC system-generated Referral and Placement Report would be used to track placements. During the second half of PY 2017, daily placements averaged 3.97 per day.

The pilot also accentuated the need to modernize the ARIZONA@WORK Pinal County service delivery system. By focusing solely on the activities of the ARIZONA@WORK Pinal County Job Center in Casa Grande, the pilot team realized that the current service delivery model is not effective in serving the balance of the county. Taking into consideration the experience of the pilot, ARIZONA@WORK Pinal County is focusing on the development of a more distributive service delivery model in PY 2018.

#### **Grants**

The economy of Pinal County is rapidly changing with the creation of new jobs in advanced manufacturing, logistics, healthcare, and tourism. In response to these changes, ARIZONA@WORK Pinal County submitted a grant application with the Tohono O’Odham Nation to enhance the service delivery capabilities of the ARIZONA@WORK system in Pinal County. The grant focuses on providing resources to allow ARIZONA@WORK Pinal County to transition to a more technologically Integrated Service Delivery (ISD) system.

## **Best Practices**

### **Relationship with Economic Development**

ARIZONA@WORK Pinal County LWDB staff have forged a close working relationship with the Pinal County Economic Development Manager and several other city economic development managers. As a result of this collaboration, ARIZONA@WORK Pinal County staff are called upon to produce current labor market information as part of an attraction effort.

Using combined data from the AJC system and access to Emsi – a subscription based company that provides economic and workforce developers with data insights on their regions so they can understand their comparative strengths, showcase their available workforce, develop career pathways, find gaps in their local training system, and much more. Reports can be generated utilizing Emsi databases to produce summary reports allowing ARIZONA@WORK Pinal County to access zip codes and provide a summary of the workforce in particular occupations, including within a certain radius to the zip code or address.

### **Use of Data to Drive Decisions**

One aspect emphasized as part of the AMS pilot was the reliance on data in the decision-making process. In order to ensure service delivery decisions are based on the best available data, ARIZONA@WORK Pinal County contracted with Elliott Pollack and Company to revise the labor market analysis conducted for the ARIZONA@WORK Pinal County Local Workforce Development Plan. The data provided in the analysis assists in developing the service delivery model and finding best locations for affiliate sites or access points. As previously mentioned, tracking of placements per day allows for a quick analysis of possible anomalies in results, allowing countermeasures to be proposed and employed when necessary.

## **Santa Cruz County**

### **WIOA Title I Strides and Activities**

Partners co-located in ARIZONA@WORK Santa Cruz County participated in meetings and jointly made decisions on the IFA, MOU, and Conflict Resolution Policy. ARIZONA@WORK partners work hand in hand to analyze and evaluate best practices in community outreach efforts. ARIZONA@WORK Santa Cruz County strives to strengthen ties with other local agencies to provide workforce services with effectiveness and commitment.

### **Program Highlights**

ARIZONA@WORK Santa Cruz County held their 4<sup>th</sup> annual Job Fair and Community Expo on October 11, 2017. The event was very successful as 786 attendees were offered the opportunity to connect with 120 different organizations. The dedication and efforts of all partners involved in planning this annual event is evident as the number of participants has nearly doubled from origination.

### **Best Practices**

ARIZONA@WORK Santa Cruz County continues to offer WIOA Title I-B programs and services to the eligible participants in the community that include Veteran support services, adult HSE preparation classes, English classes, services for in-school and out-of-school youth, vocational counseling and training, employment services, job placement services, and training services via referral.

In an effort to provide better services to the community, staff collaborates with the Santa Cruz County Superintendent's Office, Nogales Unified School District, Rio Rico Unified School District, Patagonia Unified School District, Boys and Girls Club, Nogales-Santa Cruz County Chamber of Commerce, City of Nogales, and Santa Cruz County

## **Southeast Arizona Workforce Connection**

### **WIOA Title I Strides and Activities**

ARIZONA@WORK Southeastern Arizona staff are involved in WIOA implementation and make great strides to implement WIOA. ARIZONA@WORK Southeastern Arizona now considers WIA to be the “previous” regulations. The core ARIZONA@WORK partners meet on a quarterly basis to discuss ideas and roadblocks of the current legislation. The ARIZONA@WORK core partners worked together on the MOU. Each core ARIZONA@WORK partner wrote their section of the MOU and each section was reviewed and agreed upon by all core ARIZONA@WORK partners.

### **Youth Career Connect (YCC) Grant**

ARIZONA@WORK Southeastern Arizona – in partnership with Pima, Yuma, and Santa Cruz counties – with the YCC grant funds assisted in funding youth to earn an Associate’s degree in Cybersecurity beginning in their junior year of high school. In June 2018:

- Twenty high school students graduated;
- Sixteen high school students completed a CTE course;
- Twenty-five students completed at least one college-level technology course; and
- Seventeen YCC participants engaged in a summer internship arranged by the YCC counselor; and

Ten YCC participants engaged in non-internship employment. Some of the non-internship employment positions are industry-related, while many others are basic entry level employment any teenager or young adult might undertake. One of the clients did an internship at Northrup-Grumman outside of the YCC program.

## **Yavapai County**

### **Program Highlights**

ARIZONA@WORK Yavapai County has served more than 19,000 clients in PY17. More than 465 individuals were placed in occupational skills training and basic education programs. Over 1,500 job seekers were placed into local jobs with an increasing average wage of \$14.00 to \$33.00 per hour; and has seen a 97 percent increase in clients served for placement and training opportunities in PY 2017.

ARIZONA@WORK Yavapai County has been very successful with placement in the manufacturing sector. Manufacturing is the highest in-demand industry for PY 2017. Most manufacturing employers had the need to obtain stable, trained staff to fill positions such as 3-D Technicians, cabinetry manufacturers, general production/assembly, plastic packaging, and laboratory equipment. By utilizing the ARIZONA@WORK system, these employers were assisted with hiring events and job postings. Eligible participants received OJT, occupational skills training, job referrals, supportive services, and case management in order to be successful in all aspects of their positions. The return-on-investment for job placement in WIOA Title I is \$11.5 million which is reinvested in our communities.

ARIZONA@WORK Yavapai County has also implemented the ACRC in partnership with the Arizona OEO. This credential allows Yavapai County businesses innovative employment strategies to align with the needs of businesses and prepares job seekers to gain basic and soft skills to be successful for the workforce. An updated learning lab is available for interested individuals to participate in study sessions and trainings. The Northern Arizona Council of Governments (NACOG) is the provider of the ACRC in Yavapai County and also the ACRC Proctor site.

### **Grants**

NACOG continues an in-demand transit program with the Town of Prescott Valley. The Town provides \$50,000 to assist with the transportation of labor to market where there is no other public transit. Yavapai County is an active partner with the U.S. Department of Commerce Economic Development Area. NACOG is the administrator for the four-county Economic Development Planning Region in Northern Arizona and is a regional collaborative that is proactive in efforts to ensure economic resiliency and quality job opportunities for all to thrive and prosper.

## Yuma County

### WIOA Title I Strides and Activities

ARIZONA@WORK Yuma County developed a Client Referral System (CRS) to track referrals and enrollments with the ARIZONA@WORK partners and to refer participants between partner agencies. ARIZONA@WORK partners meet quarterly to discuss the CRS and ensure the system is providing the information needed. The CRS information can be viewed by the various agencies to ensure that referrals have been made and the participant has received the service. This year, ARIZONA@WORK Yuma County provided a presentation to the LWDA directors about the system. ARIZONA@WORK Northeastern Arizona requested the system and in November 2017, ARIZONA@WORK Yuma County provided the CRS and training for their staff.

### Grants

ARIZONA@WORK Yuma County includes a YCC grant program which is a joint collaboration with Pima, Santa Cruz, and Cochise Counties. This grant program began in 2014 and has been extended through 2019. The focus is on two career pathways: Industrial Technology and Cyber Criminology. To date, 113 students have been enrolled, 86 successfully completed the program, and 12 will complete the program in May 2019. Students that graduated from high school have taken several college courses both during and after high school classes. Internships were held each summer which assisted the students with hands-on experience in their chosen fields. The students also achieved credentials through Microsoft Office Certifications and the National Center for Construction Education and Research (NCCER) core certification. This program continues through the JTED which offers these courses to high school sophomores at all the local high schools and charter schools as part of their program.

### Best Practices

The emphasis on meeting the needs of the employer community has led to the establishment of highly successful working relationships with the Greater Yuma Economic Development Corporation, the Yuma County Chamber of Commerce, and Goodwill of Central and Northern Arizona. The collaborations established with the referenced partner agencies have allowed the Business Service Team to quickly develop strategies for recruitment of talent for new and existing employers. For example, companies such as McCormick Spices, MPW Industrial Services, Almark Foods, and Piana Nonwovens have selected Yuma County for their expansion sites. The collaborative contribution will add over 150 new jobs for Yuma County.

## **Partnership with WIOA Title II**

ARIZONA@WORK Yuma County- Youth Services works in partnership with the Title II Adult Education providers in Yuma County, Adult Literacy Plus of Southwest Arizona and Somerton Adult Education. The Title II providers refer students to the WIOA Title I-B Youth Program for dual enrollment. ARIZONA@WORK Yuma County-Youth Services refers participants to the Title II providers for dual enrollment. ARIZONA@WORK Yuma County Youth Services provides needs-related payments to unemployed students and a transportation award to all students and monitors student attendance and progress to ensure program completion through the WIOA Title I-B Youth Program. ARIZONA@WORK Yuma County-Youth Services provides a graduation incentive once students earn their diplomas through the WIOA Title I-B Youth Program. ARIZONA@WORK Yuma County- Youth Services maintains regular contact with Adult Education directors and line staff to ensure program cooperation.

# Appendix III: PY17 WIOA Title I-B Adult Statewide Performance Report Title I

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

| Statewide Performance Report   |                                    |   |   |   |   |                               |  |  |   |     |   |                          | Certified in WIPS: 9/27/2018 11:43 AM EDT                             |  |
|--|------------------------------------|---|---|---|---|-------------------------------|--|--|---|-----|---|--------------------------|---|--|
| PROGRAM WIOA Adult   |                                    |   |   |   | TITLE (select one):   |                               |  |  |   |     |   |                          |   |  |
| STATE: Arizona Title I Local Area:   |                                    |   |   |   | Title I Adult   |                               | <input checked="" type="checkbox"/>                                  |  | Title II Adult Education                          |     |   | <input type="checkbox"/> |   |  |
| REPORTING PERIOD COVERED (Required for current and three preceding years.) |                                    |   |   |   | Title I Dislocated Worker   |                               | <input type="checkbox"/>   |  | Title III Wagner-Peyser                           |     |   | <input type="checkbox"/> |   |  |
| From ( mm/dd/yyyy ): 7/1/2017 To ( mm/dd/yyyy ): 6/30/2018                 |                                    |   |   |   | Title I Youth   |                               | <input type="checkbox"/>   |  | Title IV Vocational Rehabilitation                |     |   | <input type="checkbox"/> |   |  |
|  |                                    |   |   |   | Title I and Title III combined                                      |                               | <input type="checkbox"/>   |  |   |     |   |                          |   |  |
| SUMMARY INFORMATION  |                                    |   |   |   |   |                               |  |  |   |     |   |                          |   |  |
| Service  |                                    | Participants Served Cohort Period:                          |   | Participants Exited Cohort Period:              |   | Funds Expended Cohort Period: |  | Cost Per Participant Served Cohort Period: |   |     |   |                          |   |  |
| Career Services  |                                    | 5,795   |   | 3,884   |   | \$5,622,373                   |  | \$970                                      |   |     |   |                          |   |  |
| Training Services  |                                    | 4,455   |   | 2,276   |   | \$4,322,290                   |  | \$970                                      |   |     |   |                          |   |  |
| Percent training-related employment <sup>1</sup> :                         |                                    |   |   | Percent enrolled in more than one core program: |   |                               |  | Percent Admin Expended:                    |   |     |   |                          |   |  |
| 46.9%  |                                    |   |   | 32.2%   |   |                               |  | 31.0%                                      |   |     |   |                          |   |  |
| BY PARTICIPANT CHARACTERISTICS   |                                    |   |   |   |   |                               |  |  |   |     |   |                          |   |  |
|  |                                    | Total Participants Served Cohort Period: 7/1/2017-6/30/2018 | Total Participants Exited Cohort Period: 4/1/2017-3/31/2018 |   | Employment Rate (Q2) <sup>2</sup> Cohort Period: 7/1/2016-6/30/2017 |                               | Employment Rate (Q4) <sup>2</sup> Cohort Period: 7/1/2016-12/31/2016 |  | Median Earnings Cohort Period: 7/1/2016-6/30/2017 |     | Credential Rate <sup>3</sup> (Cohort Period: 7/1/2016-12/31/2016) |                          | Measurable Skill Gains <sup>3</sup> Cohort Period: 7/1/2017-6/30/2018 |  |
|  |                                    |   |   |   | Num   | Rate                          | Num  | Rate                                       | Earnings  | Num | Rate  | Num                      | Rate  |  |
| Total Statewide  |                                    | 10,250  | 6,160   | Negotiated Targets                              |   | 80.4%                         |  | 74.6%                                      | \$5,500   |     | 56.4%   |                          | Baseline  |  |
|  |                                    |   |   | Actual  | 5,233   | 71.9%                         | 2,191  | 66.7%                                      | \$5,966   | 922 | 79.3%   | 2,031                    | 46.9%   |  |
| Sex  | Female                             | 5,215   | 3,236   |   | 2,739   | 72.2%                         | 1,151  | 69.1%                                      | \$5,599   | 457 | 79.1%   | 764                      | 40.0%   |  |
|  | Male                               | 5,033   | 2,922   |   | 2,494   | 71.5%                         | 1,040  | 64.2%                                      | \$6,573   | 465 | 79.6%   | 1,267                    | 52.3%   |  |
| Age  | < 16                               | 0   | 0   |   | 0   |                               | 0  |  |   | 0   |   | 0                        |   |  |
|  | 16 - 18                            | 123   | 67  |   | 65  | 75.6%                         | 28   | 65.1%                                      | \$3,593   | 13  | 72.2%   | 37                       | 51.4%   |  |
|  | 19 - 24                            | 1,263   | 699   |   | 658   | 78.7%                         | 289  | 72.8%                                      | \$5,498   | 143 | 78.1%   | 403                      | 52.6%   |  |
|  | 25 - 44                            | 5,500   | 3,080   |   | 2,711   | 73.7%                         | 1,160  | 69.0%                                      | \$6,135   | 476 | 78.9%   | 1,192                    | 47.7%   |  |
|  | 45 - 54                            | 1,908   | 1,259   |   | 1,091   | 70.1%                         | 438  | 63.4%                                      | \$6,194   | 173 | 80.1%   | 266                      | 41.1%   |  |
|  | 55 - 59                            | 851   | 611   |   | 436   | 69.1%                         | 175  | 65.1%                                      | \$6,025   | 67  | 80.7%   | 96                       | 41.2%   |  |
|  | 60+                                | 605   | 444   |   | 272   | 54.7%                         | 101  | 49.5%                                      | \$4,943   | 50  | 84.7%   | 37                       | 32.2%   |  |
| Ethnicity/Race   | American Indian / Alaska Native    | 781   | 406   |   | 324   | 65.7%                         | 142  | 57.0%                                      | \$5,092   | 49  | 66.2%   | 155                      | 40.8%   |  |
|  | Asian                              | 180   | 125   |   | 115   | 64.2%                         | 47   | 58.8%                                      | \$6,540   | 28  | 84.8%   | 33                       | 44.6%   |  |
|  | Black / African American           | 1,643   | 1,069   |   | 923   | 71.0%                         | 380  | 66.3%                                      | \$5,448   | 149 | 76.8%   | 259                      | 43.9%   |  |
|  | Hispanic / Latino                  | 3,774   | 2,070   |   | 1,929   | 75.2%                         | 857  | 72.3%                                      | \$5,776   | 333 | 79.9%   | 755                      | 46.1%   |  |
|  | Native Hawaiian / Pacific Islander | 61  | 38  |   | 22  | 68.8%                         | 6  | 60.0%                                      | \$5,162   | 5   | 83.3%   | 12                       | 52.2%   |  |
|  | White                              | 5,798   | 3,515   |   | 2,986   | 72.6%                         | 1,240  | 68.1%                                      | \$6,311   | 547 | 80.4%   | 1,244                    | 47.7%   |  |
|  | More Than One Race                 | 127   | 82  |   | 51  | 63.0%                         | 16   | 42.1%                                      | \$4,297   | 10  | 58.8%   | 21                       | 38.9%   |  |

| BY EMPLOYMENT BARRIER <sup>4</sup>  |                           |                           |                    |                                   |       |                                   |       |                 |                              |        |                                     |          |
|---|---------------------------|---------------------------|--------------------|-----------------------------------|-------|-----------------------------------|-------|-----------------|------------------------------|--------|-------------------------------------|----------|
|   | Total Participants Served | Total Participants Exited |                    | Employment Rate (Q2) <sup>2</sup> |       | Employment Rate (Q4) <sup>2</sup> |       | Median Earnings | Credential Rate <sup>3</sup> |        | Measurable Skill Gains <sup>3</sup> |          |
|   |                           |                           |                    | Num                               | Rate  | Num                               | Rate  | Earnings        | Num                          | Rate   | Num                                 | Rate     |
| Total Statewide   | 10,250                    | 6,160                     | Negotiated Targets |                                   | 80.4% |                                   | 74.6% | \$5,500         |                              | 56.4%  |                                     | Baseline |
|   |                           |                           | Actual             | 5,233                             | 71.9% | 2,191                             | 66.7% | \$5,966         | 922                          | 79.3%  | 2,031                               | 46.9%    |
| Displaced Homemakers  | 22                        | 17                        |                    | 7                                 | 63.6% | 4                                 | 57.1% | \$4,003         | 2                            | 100.0% | 2                                   | 66.7%    |
| English Language Learners, Low Levels of Literacy, Cultural Barriers        | 2,771                     | 1,327                     |                    | 1,068                             | 72.3% | 446                               | 64.3% | \$5,608         | 219                          | 77.4%  | 455                                 | 38.2%    |
| Exhausting TANF within 2 years (Part A Title IV of the Social Security Act) | 39                        | 16                        |                    | 13                                | 65.0% | 4                                 | 36.4% | \$3,233         | 1                            | 100.0% | 3                                   | 30.0%    |
| Ex-offenders  | 1,175                     | 673                       |                    | 544                               | 60.8% | 235                               | 53.5% | \$4,977         | 101                          | 80.8%  | 192                                 | 43.3%    |
| Homeless Individuals / runaway youth  | 471                       | 298                       |                    | 177                               | 61.9% | 74                                | 53.2% | \$4,967         | 33                           | 84.6%  | 53                                  | 44.9%    |
| Long-term Unemployed or more consecutive weeks) <sup>(27)</sup>             | 2,649                     | 1,803                     |                    | 1,216                             | 58.8% | 367                               | 51.0% | \$5,111         | 157                          | 82.6%  | 358                                 | 42.3%    |
| Low-Income Individuals  | 6,124                     | 3,348                     |                    | 2,898                             | 70.3% | 1,322                             | 64.6% | \$5,455         | 618                          | 77.8%  | 1,118                               | 42.0%    |
| Migrant and Seasonal Farmworkers  | 17                        | 4                         |                    | 6                                 | 66.7% | 4                                 | 80.0% | \$6,892         | 0                            |        | 0                                   |          |
| Individuals with Disabilities (incl. youth)                                 | 461                       | 266                       |                    | 136                               | 58.4% | 54                                | 50.0% | \$4,289         | 25                           | 78.1%  | 64                                  | 48.1%    |
| Single Parents (Incl. single pregnant women)                                | 2,699                     | 1,578                     |                    | 1,326                             | 74.5% | 607                               | 70.5% | \$5,763         | 211                          | 74.8%  | 480                                 | 45.2%    |
| Youth in foster care or aged out of system                                  | 6                         | 2                         |                    | 0                                 |       | 0                                 |       |                 | 0                            |        | 1                                   | 33.3%    |

**ADDITIONAL COMMENTS:**

Effectiveness in serving employers outcomes will be reported by Title III program for all 6 programs. The effectiveness in serving employers that Arizona will be reporting on are retention with same employer in the 2nd and 4th Quarters after exit and repeat Business Customer.

Cost for Participant served dollar amount is rounded.

<sup>1</sup>Applies to Title I only.

<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

Numbers entered into cells in this template are the same as the corresponding "report item number" on the report specification document. Clicking on each hyperlink will take the user to the plain text language

**Public Burden Statement (1205-0NEW)**

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Respondent's reply to these reporting requirements is mandatory (Workforce Innovation and Opportunity Act, Section 116). Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate to the Office of Policy Development and Research • U.S. Department of Labor • Room N-5641 • 200 Constitution Ave., NW, • Washington, DC • 20210. Do NOT send the completed application to this address.

# Appendix IV: PY17 WIOA Title I-B Dislocated Worker Statewide Performance Report Title I

OMB Control Number 1205-0526  
Expiration Date: 06-30-2019

ETA-9169

| Statewide Performance Report   |   |   |  |   |                         |  |  |   |  |      |  |      | Certified in WIPS: 9/27/2018 11:45 AM EDT |  |
|--|---|---|--|---|-------------------------|--|--|---|--|------|--|------|---|--|
| PROGRAM WIOA Dislocated Worker   |   |   |  |   |                         |  | TITLE (select one):  |   |  |      |  |      |   |  |
| STATE: Arizona Title I Local Area:<br>REPORTING PERIOD COVERED (Required for current and three preceding years.)<br>From ( mm/dd/yyyy ) : 7/1/2017 To ( mm/dd/yyyy ) : 6/30/2018 |   |   |  |   |                         |  | <input type="checkbox"/> Title I Adult<br><input checked="" type="checkbox"/> Title I Dislocated Worker<br><input type="checkbox"/> Title I Youth<br><input type="checkbox"/> Title I and Title III combined |   | <input type="checkbox"/> Title II Adult Education<br><input type="checkbox"/> Title III Wagner-Peyser<br><input type="checkbox"/> Title IV Vocational Rehabilitation |      | <input type="checkbox"/><br><input type="checkbox"/><br><input type="checkbox"/> |      |   |  |
| SUMMARY INFORMATION  |   |   |  |   |                         |  |  |   |  |      |  |      |   |  |
| Service  | Participants Served<br>Cohort Period:<br>7/1/2017-6/30/2018       | Participants Exited<br>Cohort Period:<br>4/1/2017-3/31/2018       | Funds Expended<br>Cohort Period:<br>7/1/2017-6/30/2018 | Cost Per Participant Served<br>Cohort Period:<br>7/1/2017-6/30/2018       |                         |  |  |   |  |      |  |      |   |  |
| Career Services  | 431   | 241   | \$5,517,640  | \$12,802  |                         |  |  |   |  |      |  |      |   |  |
| Training Services  | 524   | 328   | \$6,708,221  | \$12,802  |                         |  |  |   |  |      |  |      |   |  |
| Percent training-related employment <sup>1</sup> :   |   | Percent enrolled in more than one core program:                   |  |   | Percent Admin Expended: |  |  |   |  |      |  |      |   |  |
| 44.2%  |   | 54.0%   |  |   | 38.0%                   |  |  |   |  |      |  |      |   |  |
| BY PARTICIPANT CHARACTERISTICS   |   |   |  |   |                         |  |  |   |  |      |  |      |   |  |
|  | Total Participants Served<br>Cohort Period:<br>7/1/2017-6/30/2018 | Total Participants Exited<br>Cohort Period:<br>4/1/2017-3/31/2018 |  | Employment Rate (Q2) <sup>2</sup><br>Cohort Period:<br>7/1/2016-6/30/2017 |                         | Employment Rate (Q4) <sup>2</sup><br>Cohort Period:<br>7/1/2016-12/31/2016 |  | Median Earnings<br>Cohort Period:<br>7/1/2016-6/30/2017 | Credential Rate <sup>3</sup><br>(Cohort Period:<br>7/1/2016-12/31/2016)  |      | Measurable Skill Gains <sup>3</sup><br>Cohort Period:<br>7/1/2017-6/30/2018      |      |   |  |
|  |   |   |  | Num   | Rate                    | Num  | Rate   | Earnings  | Num  | Rate | Num  | Rate |   |  |
| Total Statewide  |   |   |  | Negotiated Targets  | 84.6%                   | 76.8%  | \$7,199  | 57.8%   | Baseline   |      |  |      |   |  |
|  |   |   |  | Actual  | 803                     | 77.3%  | 440  | 72.5%   | \$8,819  | 212  | 75.2%  | 202  | 39.8%                                     |  |
| Sex  | Female  | 503   | 283  |   | 382                     | 77.5%  | 210  | 72.9%   | \$7,824  | 84   | 75.0%  | 86   | 36.4%                                     |  |
|  | Male  | 452   | 286  |   | 421                     | 77.1%  | 230  | 72.1%   | \$10,096   | 128  | 75.3%  | 116  | 42.8%                                     |  |
| Age  | < 16  | 0   | 0  |   | 0                       |  | 0  |   | 0  |      | 0  |      |   |  |
|  | 16 - 18   | 0   | 0  |   | 0                       |  | 0  |   | 0  |      | 0  |      |   |  |
|  | 19 - 24   | 31  | 16   |   | 14                      | 87.5%  | 5  | 62.5%   | \$7,809  | 3    | 60.0%  | 12   | 66.7%                                     |  |
|  | 25 - 44   | 432   | 250  |   | 352                     | 82.4%  | 193  | 77.5%   | \$8,583  | 90   | 73.8%  | 109  | 43.8%                                     |  |
|  | 45 - 54   | 271   | 163  |   | 255                     | 79.2%  | 136  | 73.1%   | \$9,087  | 71   | 81.6%  | 50   | 37.9%                                     |  |
|  | 55 - 59   | 115   | 69   |   | 114                     | 73.1%  | 66   | 68.0%   | \$9,147  | 32   | 76.2%  | 15   | 25.4%                                     |  |
|  | 60+   | 106   | 71   |   | 68                      | 57.6%  | 40   | 59.7%   | \$8,775  | 16   | 61.5%  | 16   | 32.7%                                     |  |
| Ethnicity/Race   | American Indian / Alaska Native                                   | 37  | 30   |   | 33                      | 80.5%  | 13   | 65.0%   | \$7,131  | 3    | 50.0%  | 10   | 47.6%                                     |  |
|  | Asian   | 27  | 20   |   | 24                      | 68.6%  | 10   | 55.6%   | \$10,879   | 8    | 88.9%  | 7    | 36.8%                                     |  |
|  | Black / African American  | 80  | 50   |   | 82                      | 76.6%  | 43   | 74.1%   | \$8,214  | 18   | 60.0%  | 18   | 34.0%                                     |  |
|  | Hispanic / Latino   | 378   | 207  |   | 244                     | 81.9%  | 135  | 78.5%   | \$7,942  | 57   | 74.0%  | 65   | 39.4%                                     |  |
|  | Native Hawaiian / Pacific Islander                                | 6   | 3  |   | 4                       | 80.0%  | 3  | 100.0%  | \$6,951  | 1    | 100.0%   | 1    | 50.0%                                     |  |
|  | White   | 646   | 399  |   | 576                     | 77.6%  | 324  | 72.5%   | \$8,889  | 161  | 76.7%  | 140  | 40.0%                                     |  |
|  | More Than One Race  | 12  | 7  |   | 12                      | 100.0%   | 6  | 75.0%   | \$7,404  | 2    | 50.0%  | 5    | 62.5%                                     |  |

| BY EMPLOYMENT BARRIER <sup>4</sup>  |                           |                           |                    |                                   |       |                                   |        |                 |                              |       |                                     |          |
|---|---------------------------|---------------------------|--------------------|-----------------------------------|-------|-----------------------------------|--------|-----------------|------------------------------|-------|-------------------------------------|----------|
|   | Total Participants Served | Total Participants Exited |                    | Employment Rate (Q2) <sup>2</sup> |       | Employment Rate (Q4) <sup>2</sup> |        | Median Earnings | Credential Rate <sup>3</sup> |       | Measurable Skill Gains <sup>3</sup> |          |
|   |                           |                           |                    | Num                               | Rate  | Num                               | Rate   | Earnings        | Num                          | Rate  | Num                                 | Rate     |
| Total Statewide   | 955                       | 569                       | Negotiated Targets |                                   | 84.6% |                                   | 76.8%  | \$7,199         |                              | 57.8% |                                     | Baseline |
|   |                           |                           | Actual             | 803                               | 77.3% | 440                               | 72.5%  | \$8,819         | 212                          | 75.2% | 202                                 | 39.8%    |
| Displaced Homemakers  | 78                        | 37                        |                    | 49                                | 63.6% | 19                                | 48.7%  | \$5,383         | 14                           | 87.5% | 13                                  | 37.1%    |
| English Language Learners, Low Levels of Literacy, Cultural Barriers        | 246                       | 105                       |                    | 107                               | 78.7% | 58                                | 78.4%  | \$7,690         | 29                           | 90.6% | 37                                  | 39.4%    |
| Exhausting TANF within 2 years (Part A Title IV of the Social Security Act) | 2                         | 1                         |                    | 1                                 | 50.0% | 1                                 | 100.0% | \$4,724         | 0                            |       | 1                                   | 100.0%   |
| Ex-offenders  | 44                        | 27                        |                    | 30                                | 69.8% | 17                                | 81.0%  | \$6,800         | 11                           | 84.6% | 8                                   | 30.8%    |
| Homeless Individuals / runaway youth  | 11                        | 10                        |                    | 4                                 | 26.7% | 2                                 | 50.0%  | \$10,817        | 0                            |       | 2                                   | 22.2%    |
| Long-term Unemployed or more consecutive weeks) <sup>(27)</sup>             | 186                       | 99                        |                    | 95                                | 64.2% | 48                                | 64.0%  | \$7,360         | 28                           | 87.5% | 43                                  | 44.3%    |
| Low-Income Individuals  | 320                       | 154                       |                    | 220                               | 75.3% | 114                               | 71.3%  | \$7,057         | 53                           | 73.6% | 73                                  | 45.6%    |
| Migrant and Seasonal Farmworkers  | 2                         | 1                         |                    | 0                                 |       | 0                                 |        |                 | 0                            |       | 0                                   |          |
| Individuals with Disabilities (incl. youth)                                 | 24                        | 14                        |                    | 7                                 | 35.0% | 5                                 | 41.7%  | \$9,918         | 2                            | 40.0% | 5                                   | 55.6%    |
| Single Parents (Incl. single pregnant women)                                | 209                       | 114                       |                    | 164                               | 78.1% | 86                                | 70.5%  | \$7,686         | 33                           | 67.3% | 49                                  | 46.7%    |
| Youth in foster care or aged out of system                                  | 0                         | 0                         |                    | 0                                 |       | 0                                 |        |                 | 0                            |       | 0                                   |          |

**ADDITIONAL COMMENTS:**

Effectiveness in serving employers outcomes will be reported by Title III program for all 6 programs. The effectiveness in serving employers that Arizona will be reporting on are retention with same employer in the 2nd and 4th Quarters after exit and repeat Business Customer.

Cost for participant served is rounded.

<sup>1</sup>Applies to Title I only.  
<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.  
<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.  
<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

Numbers entered into cells in this template are the same as the corresponding "report item number" on the report specification document. Clicking on each hyperlink will take the user to the plain text language

**Public Burden Statement (1205-0NEW)**  
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| BY EMPLOYMENT BARRIER <sup>4</sup>  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
|---|---------------------------|---------------------------|--------------------|--|------|--|------|-----------------|------------------------------|------|-------------------------------------|------|
|   | Total Participants Served | Total Participants Exited |                    | Youth Employment/Education/ Training Rate (Q2) |      | Youth Employment/Education/ Training Rate (Q4) |      | Median Earnings | Credential Rate <sup>3</sup> |      | Measurable Skill Gains <sup>3</sup> |      |
|   |                           |                           |                    | Num  | Rate | Num  | Rate | Earnings        | Num                          | Rate | Num                                 | Rate |
| <b>Total Statewide</b>  |                           |                           | Negotiated Targets |  |      |  |      |                 |                              |      |                                     |      |
|   |                           |                           | Actual             |  |      |  |      |                 |                              |      |                                     |      |
| Displaced Homemakers  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| English Language Learners, Low Levels of Literacy, Cultural Barriers        |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Exhausting TANF within 2 years (Part A Title IV of the Social Security Act) |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Ex-offenders  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Homeless Individuals / runaway youth  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Long-term Unemployed (27 or more consecutive weeks)                         |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Low-Income Individuals  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Migrant and Seasonal Farmworkers  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Individuals with Disabilities (incl. youth)                                 |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Single Parents (Incl. single pregnant women)                                |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |
| Youth in foster care or aged out of system                                  |                           |                           |                    |  |      |  |      |                 |                              |      |                                     |      |

**ADDITIONAL COMMENTS:**

<sup>1</sup>Applies to Title I only.

<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.

<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.

<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.

**Public Burden Statement (1205-ONEW)**

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## Appendix VI: PY17 WIOA Title I-B Adult Measurable Skill Gain Report

|  |                          |                            |                          |                                    |                          |
|--|--------------------------|----------------------------|--------------------------|------------------------------------|--------------------------|
| <b>PROGRAM</b>   |                          | <b>TITLE (select one):</b> |                          |                                    |                          |
| <b>PERIOD COVERED</b><br>From ( mm/dd/yyyy ) :                      To ( mm/dd/yyyy ) :  |                          | Title I Adult              | <input type="checkbox"/> | Title II Adult Education           | <input type="checkbox"/> |
| <b>STATE:</b>  |                          | Title I Dislocated Worker  | <input type="checkbox"/> | Title IV Vocational Rehabilitation | <input type="checkbox"/> |
|  |                          | Title I Youth              | <input type="checkbox"/> |                                    |                          |
| <b>MEASURABLE SKILL GAINS<sup>1</sup></b>  |                          |                            |                          |                                    |                          |
| <b>Skill Gain Type</b>   | <b>Total Skill Gains</b> |                            |                          |                                    |                          |
| Achievement of at least one educational functioning level of a participant who is receiving educational instruction below the postsecondary level  |                          |                            |                          |                                    |                          |
| Attainment of a secondary school diploma or its equivalent   |                          |                            |                          |                                    |                          |
| Transcript or report card for either secondary or post-secondary education that shows a participant is achieving the state unit's academic standards   |                          |                            |                          |                                    |                          |
| Satisfactory or better progress report, towards established milestones from an employer/training provider who is providing training (e.g., completion of on-the-job training (OJT), completion of 1 year of an apprenticeship program, etc.) |                          |                            |                          |                                    |                          |
| Successful passage of an exam that is required for a particular occupation, progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams                                    |                          |                            |                          |                                    |                          |
| <b>TOTAL</b>   |                          |                            |                          |                                    |                          |
| <b>ADDITIONAL COMMENTS:</b>  |                          |                            |                          |                                    |                          |

<sup>1</sup>For performance accountability purposes, the measurable skill gains indicator calculates the number of participants who attain at least one type of gain. However, this report is designed to examine the number of total gains within each type of gain.



## Appendix VIII: PY17 WIOA Title I-B Youth Measurable Skill Gains Report

|  |                          |                            |                          |                                    |                          |
|--|--------------------------|----------------------------|--------------------------|------------------------------------|--------------------------|
| <b>PROGRAM</b>   |                          | <b>TITLE (select one):</b> |                          |                                    |                          |
| <b>PERIOD COVERED</b><br>From ( mm/dd/yyyy ) :                      To ( mm/dd/yyyy ) :  |                          | Title I Adult              | <input type="checkbox"/> | Title II Adult Education           | <input type="checkbox"/> |
| <b>STATE:</b>  |                          | Title I Dislocated Worker  | <input type="checkbox"/> | Title IV Vocational Rehabilitation | <input type="checkbox"/> |
|  |                          | Title I Youth              | <input type="checkbox"/> |                                    |                          |
| <b>MEASURABLE SKILL GAINS<sup>1</sup></b>  |                          |                            |                          |                                    |                          |
| <b>Skill Gain Type</b>   | <b>Total Skill Gains</b> |                            |                          |                                    |                          |
| Achievement of at least one educational functioning level of a participant who is receiving educational instruction below the postsecondary level  |                          |                            |                          |                                    |                          |
| Attainment of a secondary school diploma or its equivalent   |                          |                            |                          |                                    |                          |
| Transcript or report card for either secondary or post-secondary education that shows a participant is achieving the state unit's academic standards   |                          |                            |                          |                                    |                          |
| Satisfactory or better progress report, towards established milestones from an employer/training provider who is providing training (e.g., completion of on-the-job training (OJT), completion of 1 year of an apprenticeship program, etc.) |                          |                            |                          |                                    |                          |
| Successful passage of an exam that is required for a particular occupation, progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams                                    |                          |                            |                          |                                    |                          |
| <b>TOTAL</b>   |                          |                            |                          |                                    |                          |

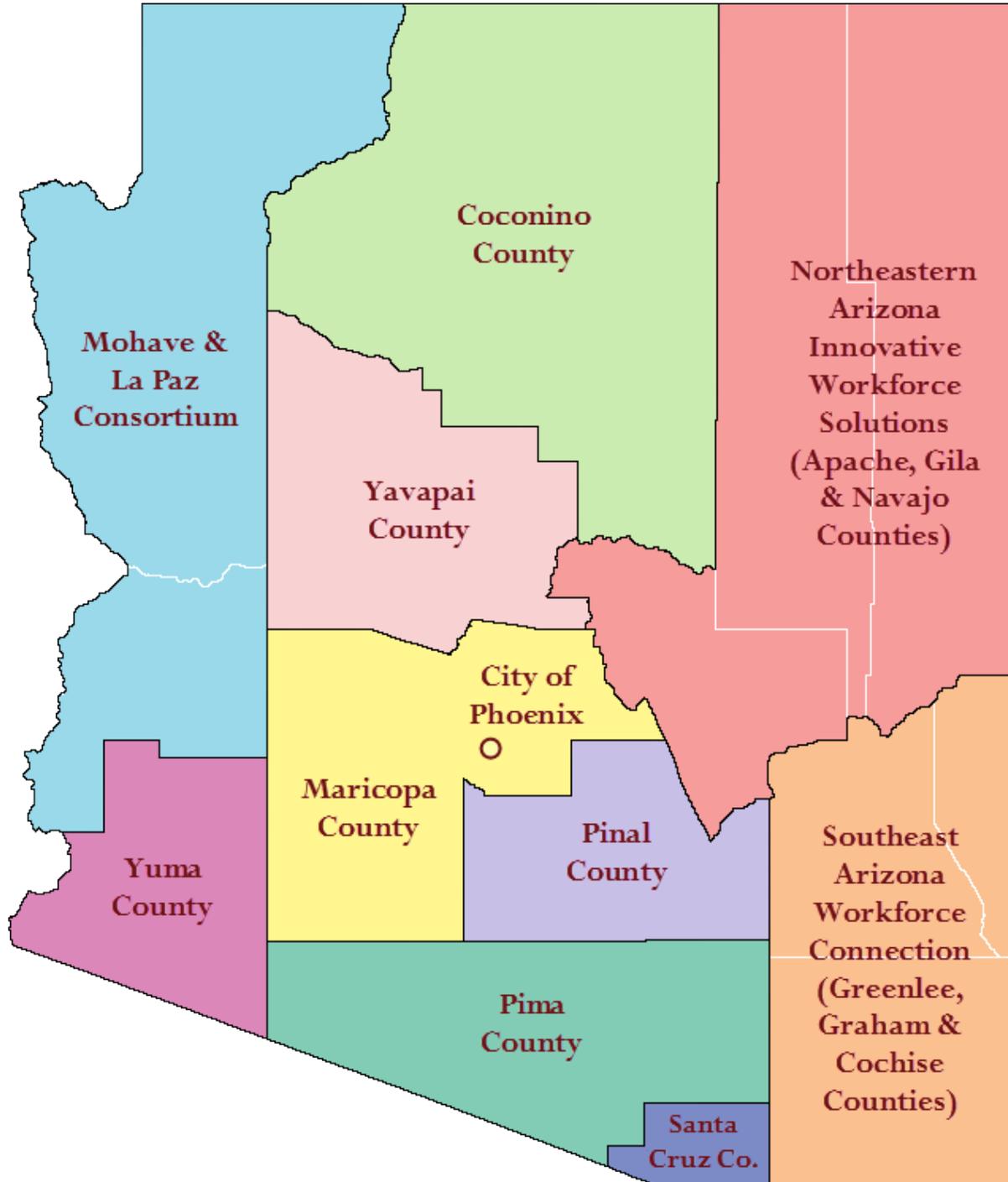
**ADDITIONAL COMMENTS:**

<sup>1</sup>For performance accountability purposes, the measurable skill gains indicator calculates the number of participants who attain at least one type of gain. However, this report is designed to examine the number of total gains within each type of gain.

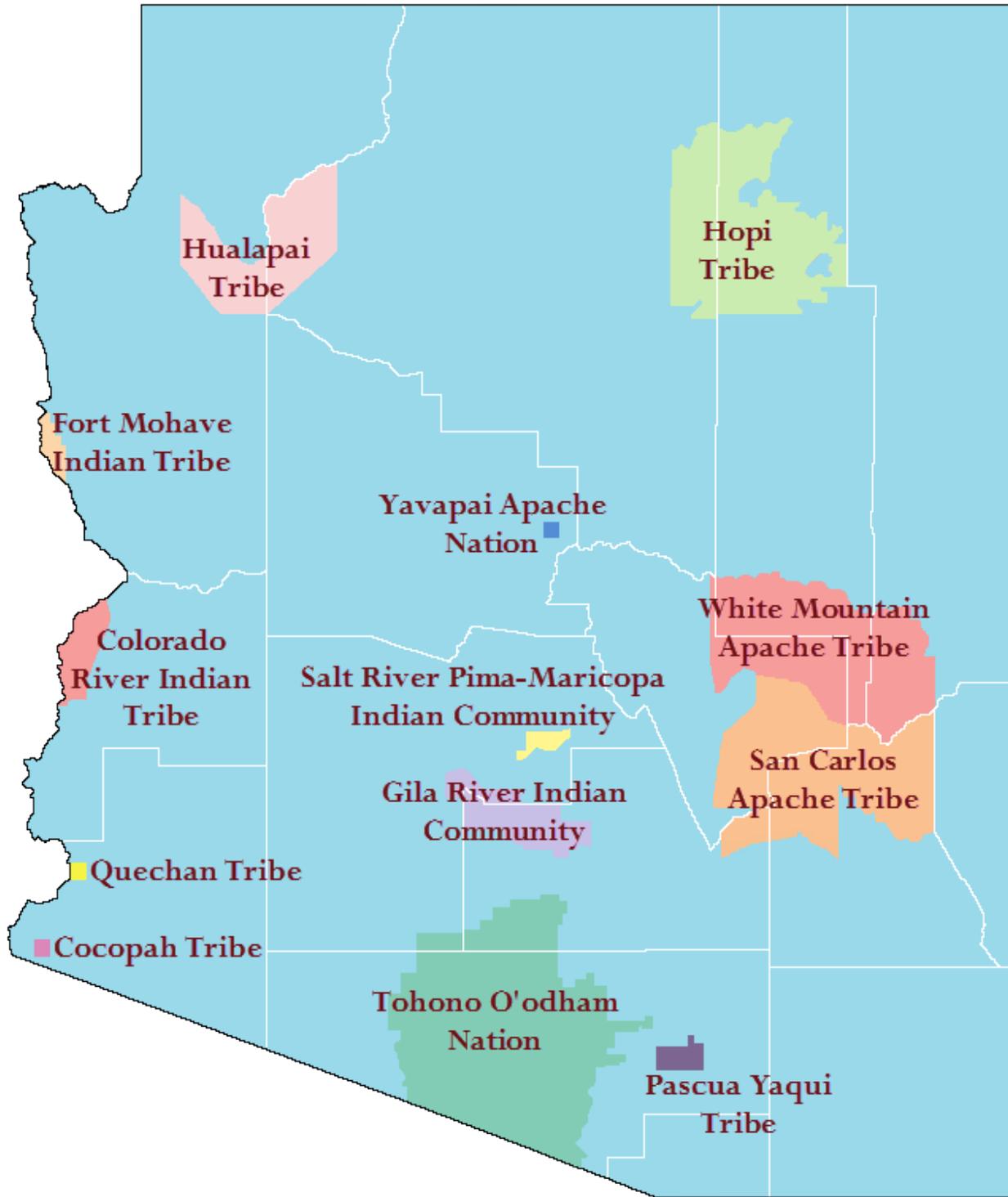
**Appendix IX: PY17 WIOA Title I-B Effectiveness in Serving Employer Report**

|   |  |  |   |
|---|--|--|---|
| <b>STATE:</b> Arizona   |  | <b>PROGRAM YEAR:</b> 2017                  |   |
| <b>PERIOD COVERED</b><br>From ( mm/dd/yyyy ) : 7/1/2017 To ( mm/dd/yyyy ) : 6/30/2018   |  |  |   |
| <b>REPORTING AGENCY:</b><br>Arizona Department of Economic Security   |  |  |   |
| <b>EFFECTIVENESS IN SERVING EMPLOYERS</b>   |  |  |   |
| <b>Employer Services</b>  |  | <b>Establishment Count</b>                 |   |
| Employer Information and Support Services   |  | 666  |   |
| Workforce Recruitment Assistance  |  | 14,800                                     |   |
| Engaged in Strategic Planning/Economic Development  |  | 34   |   |
| Accessing Untapped Labor Pools  |  | 346  |   |
| Training Services   |  | 2  |   |
| Incumbent Worker Training Services  |  | 2  |   |
| Rapid Response/Business Downsizing Assistance   |  | 18   |   |
| Planning Layoff Response  |  | 0  |   |
| <b>Pilot Approaches</b>   |  | <b>Numerator</b>                           | <b>Rate</b>                                 |
|   |  | <b>Denominator</b>                         |   |
| Retention with Same Employer in the 2nd and 4th Quarters After Exit Rate  |  | 9,692                                      | 54.7%                                       |
|   |  | 17,704                                     |   |
| Employer Penetration Rate   |  | 12,204                                     | 7.5%  |
|   |  | 162,297                                    |   |
| Repeat Business Customers Rate  |  | 12,204                                     | 71.6%                                       |
|   |  | 17,034                                     |   |
| State Established Measure   |  | 0  |   |
|   |  | 0  |   |
| <b>REPORT CERTIFICATION</b>   |  |  |   |
| <b>Report Comments:</b><br>Effectiveness in serving employers outcomes will be reported by Title III program for all 6 programs. The effectiveness in serving employers that Arizona will be reporting on are retention with same employer in the 2nd and 4th Quarters after exit and repeat Business Customer. |  |  |   |
| <b>Name of Certifying Official/Title:</b><br>Regena Wheeler-Business Analyst  |  | <b>Telephone Number:</b><br>(480) 526-1419 | <b>Email Address:</b><br>rwheeler@azdes.gov |

# LOCAL WORKFORCE DEVELOPMENT AREAS



# LOCAL WORKFORCE DEVELOPMENT AREA NINETEEN TRIBAL NATION



## Appendix XII: Local Workforce Development Area Contacts

### **Coconino County**

Carol Curtis, Director  
Coconino County Career Center  
110 East Cherry Avenue  
Flagstaff, Arizona 86001  
Phone: (928) 679-7400

### **Maricopa County**

Patricia Wallace, Executive Director  
Maricopa County Workforce Development  
Board  
234 North Central Avenue, 3<sup>rd</sup> Floor  
Phoenix, Arizona 85004  
Phone: (602) 506-4146

### **Mohave/La Paz Consortium**

Dave Wolf, Director  
Mohave County Community Services  
Department  
700 W Beale Street  
Kingman, Arizona 86401  
Phone: (928) 753-0723 ext. 4780

### **Nineteen Tribal Nations**

Ron Trusley, Executive Director  
Nineteen Tribal Nations  
4206 South 62<sup>nd</sup> Lane  
Phoenix, Arizona 85043  
Phone: (602) 272-2398

### **Northeastern Arizona**

Paul Watson, Interim Director  
Northeastern Arizona Innovative Workforce  
Solutions  
600 North 9<sup>th</sup> Place  
Show Low, Arizona 85901  
Phone: (928) 524-4440

### **Phoenix, City of**

LaSetta Hogans, Executive Director  
Phoenix Business and Workforce  
Development (PBWD) Board  
200 West Washington Street, 20<sup>th</sup> Floor  
Phoenix, Arizona 85003  
Phone: (602) 495-3609

### **Pima County**

Arnold Palacios, Interim Director  
Community Services, Employment and Training,  
Inc.  
2797 East Ajo Way  
Tucson, Arizona 85713  
Phone: (520) 724-6742

### **Pinal County**

Adeline Allen, Director of Housing  
Pinal County  
970 North Eleven Mile Corner Road  
Casa Grande, Arizona 85194  
Phone: (520) 866-7200

### **Santa Cruz County**

Maritza Cervantes, Director  
Santa Cruz County Workforce Development  
610 North Morley Avenue  
Nogales, Arizona 85621  
Phone: (520) 375-8014

### **Southeastern Arizona**

Vada Phelps, Executive Director/CEO  
Southeastern Arizona Workforce Connection  
900 Carmelita Drive  
Sierra Vista, Arizona 85635  
Phone: (520) 439-3542

### **Yavapai County**

Teri Drew, Regional Director  
Northern Arizona Council of Governments  
(NACOG)  
221 North Marina, Suite 201  
Prescott, Arizona 86301  
Phone: (928) 778-1422, ext. 212

### **Yuma County**

Bill Regenhardt, Executive Director  
Yuma Private Industry Council (YPIC)  
3834 West 16<sup>th</sup> Street  
Yuma, Arizona 85364  
Phone: (928) 329-0990





| BY EMPLOYMENT BARRIER <sup>4</sup>  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
|---|---------------------------|---------------------------|--------------------|-----------------------------------|------|-----------------------------------|------|-----------------|------------------------------|------|-------------------------------------|------|
|   | Total Participants Served | Total Participants Exited |                    | Employment Rate (Q2) <sup>2</sup> |      | Employment Rate (Q4) <sup>2</sup> |      | Median Earnings | Credential Rate <sup>3</sup> |      | Measurable Skill Gains <sup>3</sup> |      |
|   |                           |                           |                    | Num                               | Rate | Num                               | Rate | Earnings        | Num                          | Rate | Num                                 | Rate |
| <b>Total Statewide</b>  |                           |                           | Negotiated Targets |                                   |      |                                   |      |                 |                              |      |                                     |      |
|   |                           |                           | Actual             |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Displaced Homemakers  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| English Language Learners, Low Levels of Literacy, Cultural Barriers        |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Exhausting TANF within 2 years (Part A Title IV of the Social Security Act) |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Ex-offenders  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Homeless Individuals / runaway youth  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Long-term Unemployed (27 or more consecutive weeks)                         |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Low-Income Individuals  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Migrant and Seasonal Farmworkers  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Individuals with Disabilities (incl. youth)                                 |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Single Parents (Incl. single pregnant women)                                |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |
| Youth in foster care or aged out of system                                  |                           |                           |                    |                                   |      |                                   |      |                 |                              |      |                                     |      |

**ADDITIONAL COMMENTS:**

<sup>1</sup>Applies to Title I only.  
<sup>2</sup>This indicator also includes those who entered into a training or education program for the Youth program.  
<sup>3</sup>Credential Rate and Measurable Skill Gains do not apply to the Wagner-Peyser program.  
<sup>4</sup>Barriers to Employment are determined at the point of entry into the program.  
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## Appendix XV

# ACRONYMS

|       |  |
|-------|--|
| AAAC  | Arizona Apprenticeship Advisory Committee  |
| ACT   | Arizona Construction Trades                |
| ABE   | Adult Basic Education                      |
| AAO   | Arizona Apprenticeship Office              |
| ACRC  | Arizona Career Readiness Credential        |
| ADC   | Arizona Department of Corrections          |
| ADE   | Arizona Department of Education            |
| AJC   | Arizona Job Connection                     |
| AJLA  | America's Job Link Alliance                |
| AMS   | Arizona Management System                  |
| AOEO  | Arizona Office of Economic Opportunity     |
| ASU   | Arizona State University                   |
| AWA   | Arizona Workforce Association              |
| CDL   | Commercial Driver License                  |
| CEO   | Chief Elected Official                     |
| CNC   | Computer Numerical Control                 |
| CRS   | Client Referral System                     |
| CSET  | Community Services, Education and Training |
| CTE   | Career and Technical Education             |
| CTEDs | Career and Technical Education Districts   |
| CY    | Calendar Year                              |

|       |  |
|-------|--|
| DERS  | Division of Employment and Rehabilitation Services |
| DES   | Department of Economic Security                    |
| DOL   | Department of Labor                                |
| DVOP  | Disabled Veteran Outreach Program                  |
| DW    | Dislocated Worker                                  |
| EAGLE | Employing Adolescents Gaining Life Experiences     |
| ERN   | Employer Resource Network                          |
| ES    | Employment Service                                 |
| ETA   | Employment and Training Administration             |
| ETPs  | Eligible Training Providers                        |
| ETPL  | Eligible Training Provider List                    |
| FEDES | Federal Employment Data Exchange System            |
| GDP   | Gross Domestic Product                             |
| HBI   | Home Builders Institute                            |
| HPOG  | Health Profession Opportunity Grant                |
| HSE   | High School Equivalency                            |
| IFA   | Infrastructure Funding Agreement                   |
| ISD   | Integrated Service Delivery                        |
| JSVG  | Job State Veterans Grant                           |
| JTED  | Joint Technological Education District             |
| LVER  | Local Veteran Employment Representative            |
| LWDA  | Local Workforce Development Area                   |
| LWDB  | Local Workforce Development Board                  |

|        |   |
|--------|---|
| MAP    | Manufacturing Apprenticeship Program                    |
| MIS    | Management Information System                           |
| MOU    | Memorandum of Understanding                             |
| MSA    | Metropolitan Statistical Area                           |
| NACOG  | Northern Arizona Council of Governments                 |
| NACTEP | Native American Career and Technical Education Program  |
| NCCER  | National Center for Construction Education and Research |
| NTN    | Nineteen Tribal Nations                                 |
| OJT    | On-the-Job Training                                     |
| P3     | Performance Partnership Pilot                           |
| PCC    | Pima Community College                                  |
| PIRL   | Participant Individual Record Layout                    |
| PPEP   | Portable Practical Educational Preparation, Inc         |
| PY     | Program Year  |
| SAHBA  | Southern Arizona Home Builders Association              |
| SCC    | Second Chance Center                                    |
| SCSEP  | Senior Community Service Employment Program             |
| SNAP   | Supplemental Nutrition Assistance Program               |
| STEM   | Science Technology Engineering Math Consortium          |
| SWFI   | Strengthening Working Families Initiative               |
| SWOT   | Strength Weaknesses Threats and Opportunity             |
| TAA    | Trade Adjustment Assistance                             |
| TEGL   | Training and Employment Guidance Letter                 |

|      |                                       |
|------|---------------------------------------|
| TPD  | Tucson Police Department              |
| UA   | University of Arizona                 |
| UI   | Unemployment Insurance                |
| U.S. | United States                         |
| VETS | Veterans Employment Training Services |
| VR   | Vocational Rehabilitation             |

|      |   |
|------|---|
| WAC  | Workforce Arizona Council                         |
| WARN | Worker Adjustment and Retraining Notification Act |
| WEX  | Work Experience                                   |
| WIA  | Workforce Investment Act                          |
| WIOA | Workforce Innovation and Opportunity Act          |
| WIPS | Workforce Integrated Performance System           |
| WRIS | Wage Record Interchange System                    |
| YCC  | Youth Career Connect                              |